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ANNUAL REPORT TO PARLIAMENT

Crown Corporations and Other Corporate Interests of Canada

2003

Canada

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Crown Corporations and Other Corporate Interests of Canada

2003

THE PRESIDENT'S MESSAGE

I am pleased to table the 2003 edition of the *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada*, in accordance with the provisions of the *Financial Administration Act*.

This report is a unique source of information for parliamentarians and for Canadian taxpayers on the Government of Canada's corporate holdings. It provides information on the activities of all Crown corporations and their wholly owned subsidiaries, as well as the other corporate interests of Canada.

Crown corporations account for a significant portion of the government's activity. Like most organizations, they face a complex and rapidly changing environment. The private sector continues to be increasingly active in areas that once were the exclusive domain of Crown corporations. Technological advances and consumer demands for new and different services create pressure for change.

Crown corporations represent a significant opportunity to achieve public policy. It is, therefore, critical that, as public sector entities they must be governed well if taxpayers' money is to be well spent.

The government has undertaken to improve management in the public sector. Together with the boards of directors and management of our Crown corporations, the government will be re-examining the pursuit of further measures designed to promote good corporate governance practices, appropriate transparency, and effective regimes of financial management and control.

In October the Treasury Board of Canada Secretariat released *Guidelines For Audit Committees in Crown Corporations and Other Public Enterprises* to assist audit committee members in carrying out their responsibilities. The objective of these guidelines is to offer suggestions aimed at improving an important aspect of corporate governance practiced in the federal government's portfolio of Crown corporations.

I believe all of our Crown corporations must participate in, and contribute to the modernization of government by meeting their own challenges and striving for continuous improvement while working to enhance public confidence in the integrity of the Public Sector.

Reg Alcock
President of the Treasury Board
January 2004

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INTRODUCTION

The *2003 Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* is prepared in response to sections 151 and 152 of the *Financial Administration Act*, which require that the President of the Treasury Board table annually the following documents in Parliament:

- a consolidated report on the businesses and activities of all parent Crown corporations, including information on all Crown corporations and other corporate interests of Canada; and
- a report indicating when annual reports and corporate plan and budget summaries were to be laid before each House (for the period ending on July 31), and when they were actually laid before that House.

This report comprises the following chapters:

- **Overview** highlights new developments with regard to Crown corporations during the year under review. It also provides consolidated financial and employment information by ministerial portfolio.
- **Crown Corporations' Corporate Holdings** presents a listing of parent Crown corporations and their subsidiaries, legal partnerships and associates as of August 31, 2003.

- **Other Corporate Interests of Canada** provides information about the various joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has a stake.
- **List of Crown Corporations and Other Corporate Interests of Canada** is a compilation of all the organizations that have been referred to in this report, including parent Crown corporations and their subsidiaries, legal partnerships and associates, joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has an interest. The list is presented both by ministerial portfolio and alphabetically.
- **Tabling of Reports in Parliament** presents a record of annual reports and summaries of the corporate plans and budgets tabled in Parliament by the responsible ministers. An audit of the information reported in this chapter was performed by the Office of the Auditor General. The Auditor's Report is included as an appendix of the *2003 Report of the Auditor General of Canada.*
- **Corporate Abstracts by Ministerial Portfolio** provides information on the mandate and corporate profile of each parent Crown corporation. It may also present selected information on performance during the year under review. Principal financial information is shown in the summary exhibits at the end of the Overview chapter.

Although not included as part of this report, a compilation of the audited financial statements of the parent Crown corporations included in this annual report is available upon request.

OVERVIEW

There are 43 parent Crown corporations and three wholly owned subsidiaries which have been directed to report as parent Crown corporations for the purposes of the *Financial Administration Act*.[1]

Every parent Crown corporation is a legally distinct entity wholly owned by the Crown and managed by a board of directors. The enabling legislation for each parent Crown corporation, whether by a special Act of Parliament or by articles of incorporation under the *Canada Business Corporations Act*, sets out the corporation's mandate, powers and objectives.

The current portfolio is highly diversified, with corporations operating in many sectors of the Canadian economy. The corporations vary in size and in their demands on the government for financial assistance. Each has its unique purpose in public policy.

Exhibit 1 presents the parent Crown corporations grouped according to the portfolio of the minister through whom they are accountable to Parliament. Please note that, for the purpose of this report, the legal names of the following Crown corporations are used (official name is shown in parenthesis): Canadian Museum of Civilization (Canadian Museum of Civilization Corporation); and National Museum of Science and Technology (Canada Science and Technology Museum Corporation).

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[1] The wholly owned subsidiaries, Old Port of Montreal Corporation Inc., the Cape Breton Growth Fund Corporation and Parc Downsview Park Inc., were directed to report as parent Crown corporations for the purposes of the *Financial Administration Act* in 1987, in 2000 and in 2003, respectively.

Exhibit 1: Parent Crown Corporations Grouped by Ministerial Portfolio[1]

Agriculture and Agri-Food

- Canadian Dairy Commission
- Farm Credit Canada

Canadian Heritage

- *Canada Council for the Arts*
- *Canadian Broadcasting Corporation*
- Canadian Museum of Civilization
- Canadian Museum of Nature
- *Canadian Race Relations Foundation*
- *National Arts Centre Corporation*
- National Capital Commission
- National Gallery of Canada
- National Museum of Science and Technology
- *Telefilm Canada* [2]

Finance

- *Bank of Canada*
- Canada Deposit Insurance Corporation
- Canada Development Investment Corporation
- *Canada Pension Plan Investment Board*

Fisheries and Oceans

- Freshwater Fish Marketing Corporation

Foreign Affairs

- *International Development Research Centre*

Industry

- Business Development Bank of Canada
- Canadian Tourism Commission
- Cape Breton Growth Fund Corporation[3]
- Enterprise Cape Breton Corporation
- Standards Council of Canada

International Trade

- Canadian Commercial Corporation
- Export Development Canada

Natural Resources

- Atomic Energy of Canada Limited
- Cape Breton Development Corporation

Public Works and Government Services

- Defence Construction (1951) Limited

Transport

- Atlantic Pilotage Authority
- Blue Water Bridge Authority
- Canada Lands Company Limited
- Canada Mortgage and Housing Corporation
- Canada Post Corporation
- Canadian Air Transport Security Authority
- Federal Bridge Corporation Limited, The
- Great Lakes Pilotage Authority
- Laurentian Pilotage Authority
- Marine Atlantic Inc.
- Old Port of Montreal Corporation Inc.[4]
- Pacific Pilotage Authority
- Parc Downsview Park Inc.[5]
- Queens Quay West Land Corporation
- Ridley Terminals Inc.
- Royal Canadian Mint
- VIA Rail Canada Inc.

Treasury Board [6]

- *Public Sector Pension Investment Board*

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1. The italicized corporations are not subject to either divisions I to IV or to all of Part X of the *Financial Administration Act*.
2. On June 13, 2002, Parliament approved Bill C-43, an *Act to Amend Certain Acts and Instruments and to Repeal the Fisheries Prices Support Act*. The legislation amended the name of the Canadian Film Development Corporation to Telefilm Canada.
3. The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.
4. Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.
5. The Parc Downsview Park Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 2003-1304) to report as a parent Crown Corporation.
6. President of the Treasury Board.

Structural Changes During the Year in Review

Legislative changes in Crown Corporations and Shared-governance Corporations

On June 13, 2002, Parliament approved Bill C-43, *An Act to Amend Certain Acts and Instruments and to Repeal the Fisheries Prices Support Act*. The legislation amended the names of the Canadian Film Development Corporation and the Act establishing the Corporation to Telefilm Canada and *Telefilm Canada Act* respectively. The amendment came into force on July 22, 2002.

The Minister of Indian Affairs and Northern Development introduced Bill C-19, the First *Nations Fiscal and Statistical Management Act*, in the House of Commons on December 2, 2002. The legislation proposes the establishment of four First Nations financial institutions: First Nations Tax Commission; First Nations Financial Management Board; First Nations Finance Authority; First Nations Statistical Institute. The Statistical Institute is proposed to be a Crown corporation to be governed by Part X of the *Financial Administration Act*. The bill was referred to the House of Commons Standing Committee on Aboriginal Affairs, Northern Development and Natural Resources.

On March 25, 2003, the Minister of Finance tabled Bill C-28, *An Act to implement certain provisions of the budget tabled in Parliament on February 18, 2003*. Part 5 of the bill amends the *Budget Implementation Act, 1997*, the *Budget Implementation Act, 1998*, and the *Canada Foundation for Sustainable Development Technology Act* to permit repayment of public monies provided to, respectively, the Canada Foundation for Innovation, the Canada Millennium Scholarship Foundation and the Canada Foundation for Sustainable Development Technology to the Receiver General for credit to the Consolidated Revenue Fund on the winding up or dissolution of those foundations. It also amends the *Farm Credit Canada Act* to remove the temporal restriction on investments and to increase the Corporation's capital. The bill received Royal Assent on June 19, 2003.

On February 25, 2003, the Transport Minister introduced Bill C-26, the *Transportation Amendment Act*, in the House of Commons. The bill proposes a series of amendments to the *Canada Transportation Act* as a concrete step towards fulfilling a number of commitments made by the Government of Canada in *Straight Ahead – A Vision for Transportation in Canada*, released on the same day by the Minister of Transport. Bill C-26 addresses commitments regarding air transportation; rail transportation, including freight rail, grain transportation, passenger rail, railway noise, and urban transit and the rail line discontinuance process; the construction of international bridges and tunnels; transportation merger proposals; and mediation powers for the Canadian Transportation Agency. As well, the bill proposes to amend the *Railway Safety Act* and to enact specific legislation for VIA Rail, which unlike most Crown corporations, did not have separate legislation, developed for it when it was established in 1977, through incorporation under the *Canada Business Corporations Act*. The bill was referred to the Standing Committee on Transport on March 25, 2003.

On 20 March 2003, the Minister of Transport also introduced in the House of Commons Bill C-27, the *Canada Airports Act*. The bill modernizes the corporate governance regime for airport authorities and establishes a framework for disclosure and accountability for Canada's major airports. The bill contains a new National Airports Policy declaration that replaces the current National Airports Policy, which was announced in 1994 and provided the framework that enabled the federal government to promote the commercialization of federally owned airports. The bill sets out the respective roles and responsibilities of the federal government and the affected airport operators.

Bill C-3 *An Act to amend the Canada Pension Plan and the Canada Pension Plan Investment Board Act* received Royal Assent on April 3, 2003. The Bill amends the *Canada Pension Plan* and the *Canada Pension Plan Investment Board Act* by consolidating the investment management of all Canada Pension Plan assets into the CPP Investment Board.

On September 3, 2003, the Governor in Council directed, through Order in Council P.C. 2003 – 1304, that all provisions of Part X of the *Financial Administration Act* apply to Parc Downsview Park Inc. (PDP), as if it were a parent Crown corporation. This was followed by two proclamations, on September 16, 2003, declaring that the *Government Corporations Operation Act* is applicable to Canada Lands Company Limited and to PDP, effectively making them agent Crown Corporations. PDP will be required to report separately to Parliament through its own corporate plan and budget summaries, and annual report. It was incorporated under the *Canada Business Corporations Act* in July 1998, as a wholly owned subsidiary of the Canada Lands Company Limited with the mandate of creating a self-financing, urban park on the former Canadian Forces Base Toronto, in Downsview, Ontario.

Mandate Reviews and Follow-up

The Cape Breton Development Corporation and the Great Lakes Pilotage Authority reported that the Auditor General of Canada conducted special examination of their Corporations during 2002–03. The findings were presented to their respective Boards of Directors.

The Minister of Transport announced on December 12, 2002 that Transport Canada has issued a request for proposals for a financial advisor to develop, manage and administer the process of soliciting proposals for the future of Ridley Terminals Incorporated in Prince Rupert, B.C. The Government of Canada is currently evaluating its options for this facility to determine the best course of action to deal with the challenges facing the Corporation.

Values and Ethics Code for the Public Service

On June 19, 2003, the President of the Treasury Board announced a new *Values and Ethics Code for the Public Service*. The Code sets forth the values and ethics of public service to guide and support public servants in all their professional activities. It will serve to maintain and enhance public confidence in the integrity of the Public Service.

The Code will also serve to strengthen respect for, and appreciation of, the role played by the Public Service within Canadian democracy.

The Code sets out public service values as well as revised Conflict of Interest and Post-Employment Measures. Although the Code applies to all public servants working in departments, agencies and other public institutions listed in Part I, Schedule I, of the *Public Service Staff Relations Act*, the Government has requested public service institutions not covered by the Code to respect its spirit and adopt similar provisions for their organizations.

Corporate Governance

The issue of corporate governance continued to receive a great deal of attention over the last year - both in the private sector and within government. During the year under review, all Crown corporations reported on their corporate governance practices. They continue to report on their governance structures, according to the Finance-Treasury Board *Guidelines for Corporate Governance in Crown Corporations and Other Public Enterprises*, published in 1996 as well as other documents for guidance on corporate governance.

Their annual reports described various aspects of corporate governance, including approaches to governance; assessment and renewal of the board of directors; education of directors; compensation of directors; conflict of interest; board and management relations; evaluation of the chief executive officer's performance; communication with stakeholders; public policy objectives; identification and management of risk; succession planning; and some have reported on corporate social responsibility.

In October 2003, the Treasury Board of Canada Secretariat released *Guidelines For Audit Committees in Crown Corporations and Other Public Enterprises* to assist audit committee members in carrying out their responsibilities. The guidelines describe the broad responsibilities of audit committees and provide advice on how to apply them. They are grouped in four broad sections including: responsibilities and duties of audit committees, work of auditors, functioning of the audit committee and concluding observations. The objective of these guidelines is to offer suggestions aimed at improving an important aspect of corporate governance practiced in the federal government's portfolio of Crown corporations.

The Canadian Coalition for Good Governance (CCGG) has introduced a series of twelve governance guidelines for Canada's largest publicly traded companies. The twelve guidelines propose both minimum standards and best practices that CCGG expects company boards of directors to consider. The guidelines are focused on three areas: how individual directors of extraordinary qualities are selected; how boards are structured to create team governance strengths; and how boards work to ensure good governance processes.

Measuring Performance

Selected information on performance is presented in many of the corporate abstracts included in this report. Sources for this information include the corporation's most recently tabled annual report, as well as the summary of the corporate plan approved for the year under review.

Overall Crown Corporation Performance

The *Financial Administration Act* requires that the current report include employment and financial data, including aggregate borrowings of parent Crown corporations.

Accordingly this section of the Overview provides a summary of overall performance by Crown corporations, including the following data:

- employment;
- assets;
- budgetary appropriations; and
- debt obligations.

At the end of this section, two exhibits provide a summary view of all Crown corporations:

- Exhibit 8 shows each corporation's employment and financial position; and
- Exhibit 9 provides information about each corporation's operating results and financing.

Exhibits 8 and 9 are also structured according to the portfolio grouping shown in Exhibit 1. Note that information provided in this section excludes financial data for:

- the Bank of Canada, the Canada Pension Plan Investment Board, and the Public Sector Pension Investment Board because of the unique nature of their operations; and
- the Old Port of Montreal Corporation Inc., and the Standards Council of Canada, since their 2002-03 annual reports had not been tabled in Parliament as of October 10, 2003.

Specific information about individual Crown corporations may be found in the Corporate Abstracts chapter of this report, as well as in the respective annual reports of the Crown corporations.

A glossary of the financial and employment terms used in this report is provided at the end of this section.

To ensure the greatest possible accuracy, the exhibits presented in this report, as well as all calculations, are based on a computer database of actual figures. Results of the calculations are rounded for ease of presentation.

Where Crown corporations have re-stated financial data for previous years, readers should be aware that the data in this report reflect only those changes that correct errors from previous years. Amendments have been made by some corporations as a result of changes in their accounting policies that have been applied retroactively to financial statements from previous years. This report, and the database of financial information on which it is based, do not reflect these amendments.

For Crown corporations with fiscal years ending on or after July 31, 2003, this report shows their financial data for the fiscal year ending in 2002. Accordingly, for the Canadian Dairy Commission and the National Arts Centre Corporation, this report covers the period ending July 31, 2002 and August 31, 2002 respectively. All of the other corporations' data are for their respective 2002 or 2002–03 fiscal years.

Employment

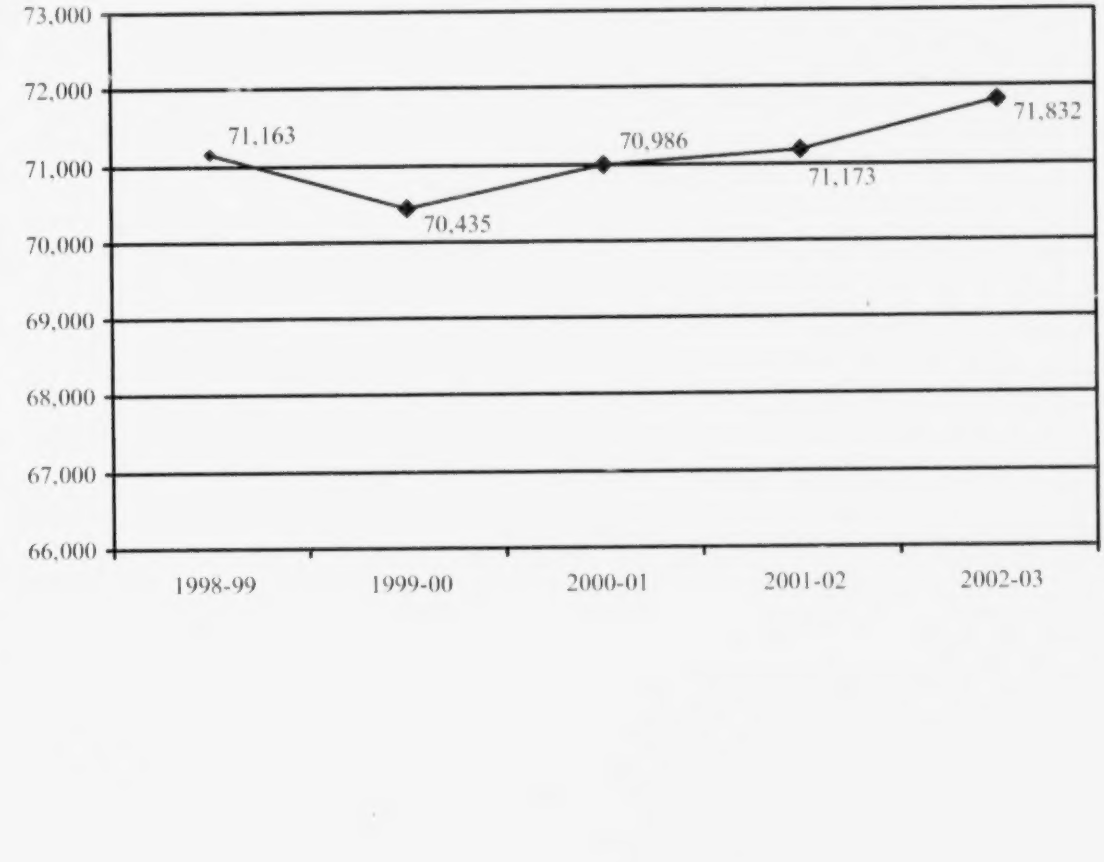
The upward trend in employment by Crown corporations that began in 2000-01 continued in 2002-03. The total number of full-time employees of Crown corporations reached 71,832, reflecting a 0.9 per cent increase from the previous year.

The Blue Water Bridge Authority and the Canadian Air Transport Security Authority completed their first year of operations with 68 and 120 employees respectively. Crown corporations reporting staff increases included: the Canadian Broadcasting Corporation (493), the Canadian Museum of Civilization (113) and the Business Development Bank of Canada (67).

Decreases in employment were reported for: the Canada Post Corporation (309), the Bank of Canada (132) and Atomic Energy of Canada Limited (122).

Exhibit 2 shows the changing trend over the last five years.

Exhibit 2: Employment in Crown Corporations, 1998–99 to 2002–03



Assets

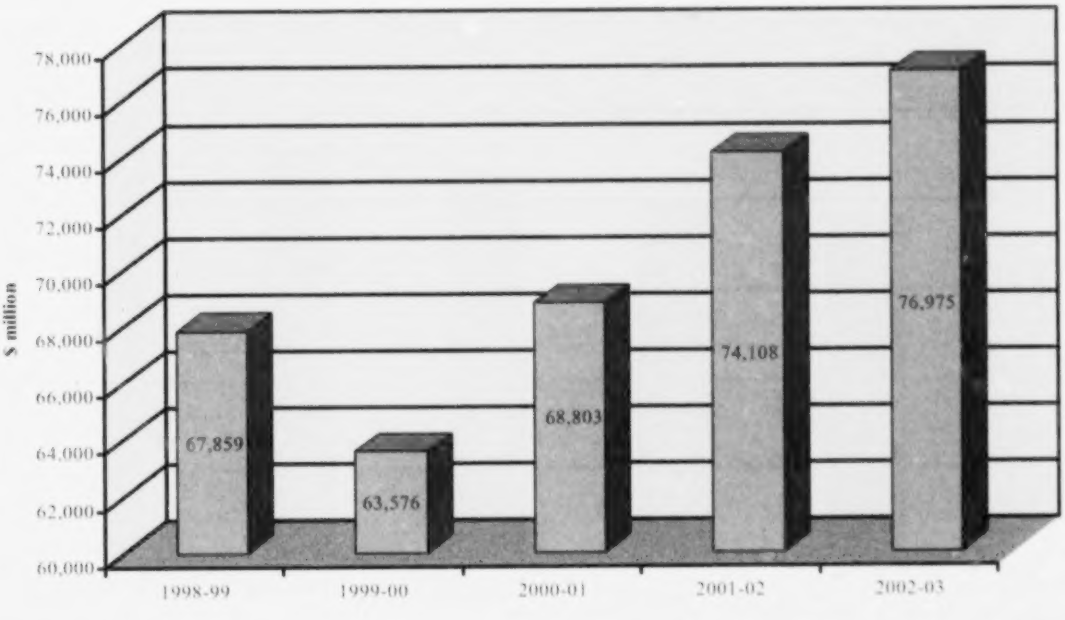
Total assets for Crown corporations increased by 3.9 per cent during 2002-03 to $76.98 billion including:

- Farm Credit Canada (FCC) - $1.107B increase.
- Business Development Bank of Canada (BDC) – $0.894B increase.
- Export Development Canada (EDC) - $0.761B increase.
- Canada Post Corporation (CanPost)- $0.440B increase.
- Canada Mortgage and Housing Corporation (CMHC)- $0.320B decrease.

Five Crown corporations accounted for 90 per cent of the total assets in 2002-03: CMHC, EDC, FCC, BDC and CanPost. The same five corporations also accounted for 90 per cent of the total assets in the previous year.

Exhibit 3 demonstrates the fluctuations in the value of Crown corporations' assets over the last five years.

Exhibit 3: Total Assets of Crown Corporations, 1998–99 to 2002–03



Note: Data for 2002-03 excludes the Old Port of Montreal Corporation Inc. and the Standards Council of Canada.

Assets

Total assets for Crown corporations increased by [illegible] per cent from 2001-02 [illegible] billion including:

- Farm Credit Canada (FCC): $[illegible] million increase
- Business Development Bank of Canada (BDC): $[illegible] million increase
- Export Development Canada (EDC): $[illegible] million increase
- Canada Post Corporation (CanPost): $[illegible] million increase
- Canada Mortgage and Housing Corporation (CMHC): $[illegible] million increase

Five Crown corporations accounted for [illegible] per cent of the total assets in 2002-03: CMHC, EDC, FCC, BDC and CanPost. These same five corporations also accounted for [illegible] per cent of the total assets in the previous year.

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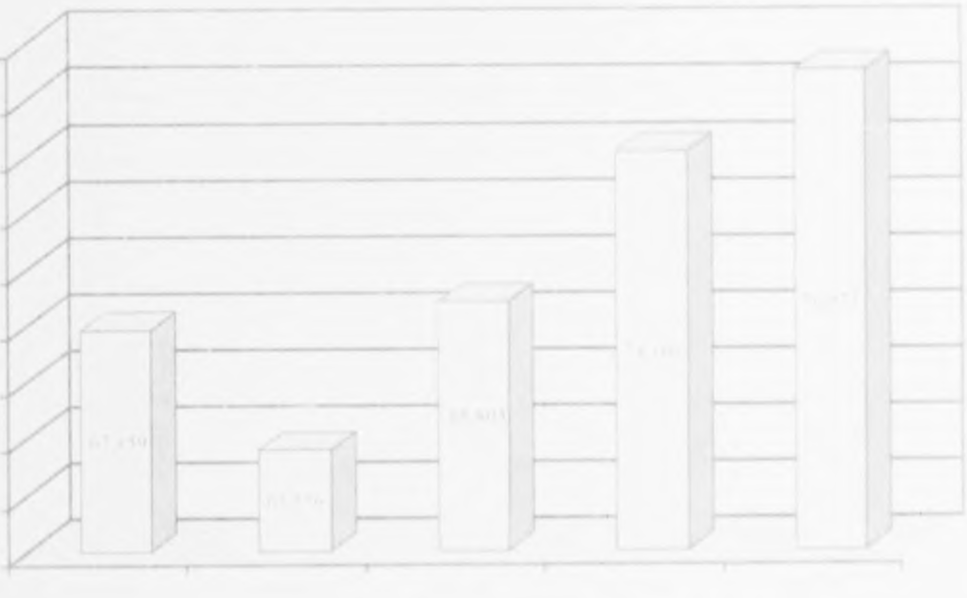


Note: [illegible]

Budgetary Appropriations

An increase in parliamentary funding for capital and operating purposes brought total budgetary appropriations to $4,930 million in 2002-03. The additional $317 million represents a 6.9-per-cent increase from the previous year.

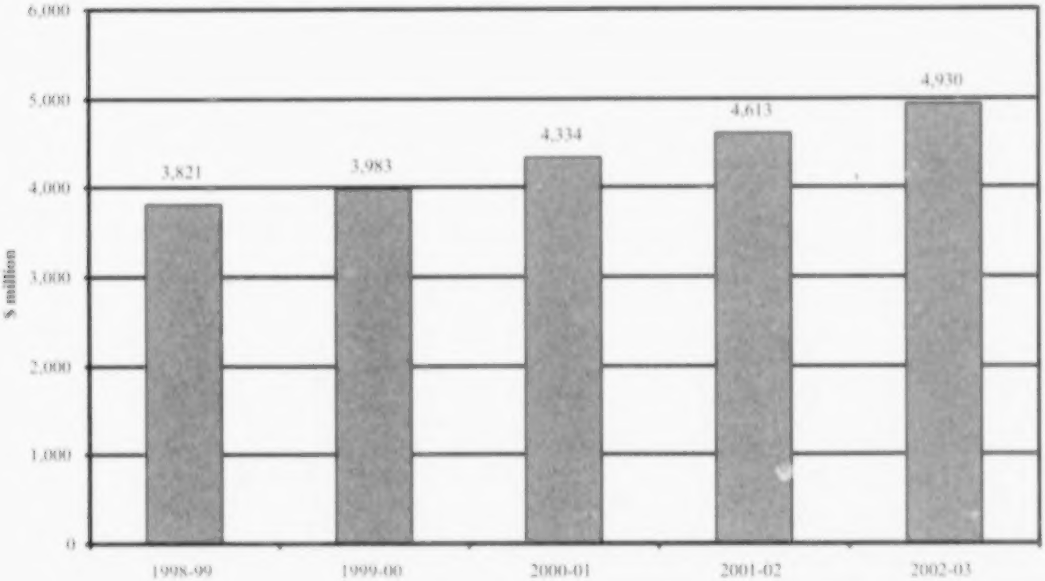
The Canadian Air Transport Security Authority received $259.5 million in budgetary appropriations for its first year of operations.

Other changes in budgetary appropriations include:

- Canada Post Corporation - $54.3M increase.
- Canada Mortgage and Housing Corporation - $52.0M increase.
- Canadian Dairy Commission - $34.9M decrease.
- VIA Rail Canada Inc. – $58.0M decrease.
- Atomic Energy of Canada Limited - $65.9M decrease.

Total budgetary appropriations for the five-year period from 1998–99 to 2002–03 are shown in Exhibit 4.

Exhibit 4: Total Budgetary Appropriations, 1998–99 to 2002–03

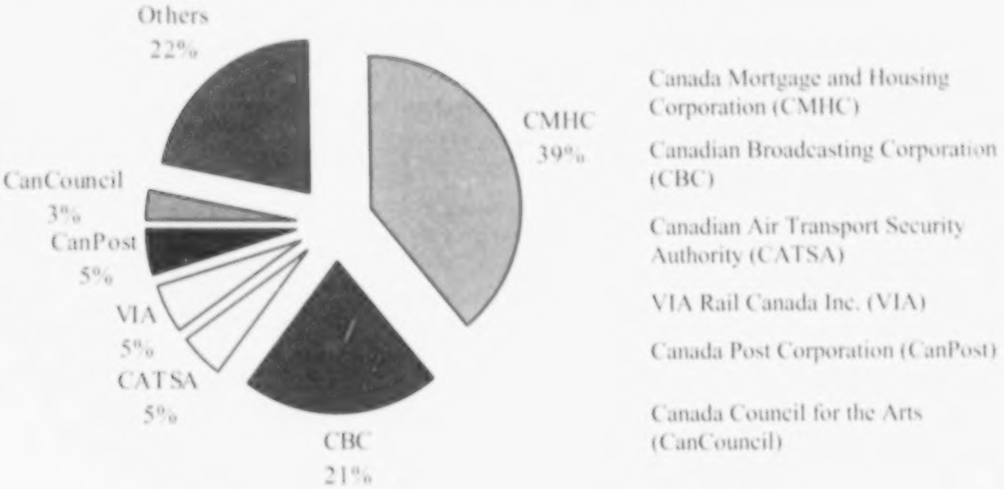


Note: Data for 2002-03 excludes the Old Port of Montreal Corporation Inc. and the Standards Council of Canada.

Of the 25 Crown corporations that received appropriations in 2002-03, six accounted for 78 per cent of the total funding from Canada. These were the Canada Mortgage and Housing Corporation (CMHC), the Canadian Broadcasting Corporation, the Canadian Air Transport Security Authority, VIA Rail Canada Inc., the Canada Post Corporation and the Canada Council for the Arts. For CMHC, which was the largest recipient, 96 per cent of the appropriations flow to assist Canadians with their housing needs.

Exhibit 5 provides a summary view of the 2002–03 recipients of budgetary appropriations.

Exhibit 5: Recipients of 2001–02 Budgetary Appropriations



Debt Obligations

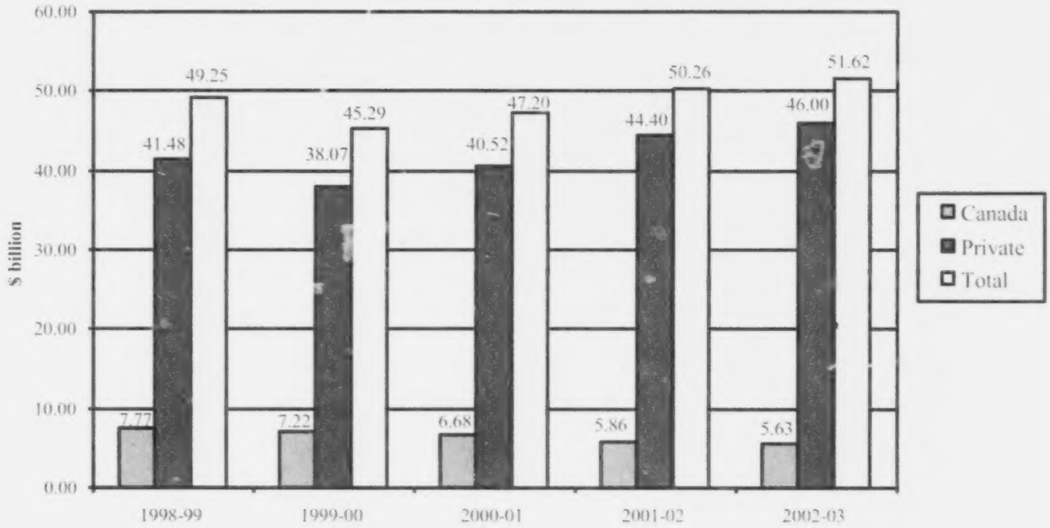
Total debt obligations, consisting of debts payable to Canada and to the private sector, increased by 2.7 per cent, to $51.62 billion in 2002–03 from $50.26 billion in the previous year. Crown corporations continued to replace borrowings from Canada (which decreased by 3.9 per cent) with borrowings from private lenders (which increased by 3.6 per cent).

Changes in total debt obligations included:

- Export Development Canada (EDC) - $1.22B increase.
- Farm Credit Canada (FCC) - $0.987B increase.
- Canada Mortgage and Housing Corporation (CMHC) – $1.057B decrease.

Exhibit 6 shows the debt payable to Canada, the debt incurred in private markets as well as the total debt obligations over the last five years.

Exhibit 6: Total Debt Obligations of Crown Corporations, 1998–99 to 2002–03

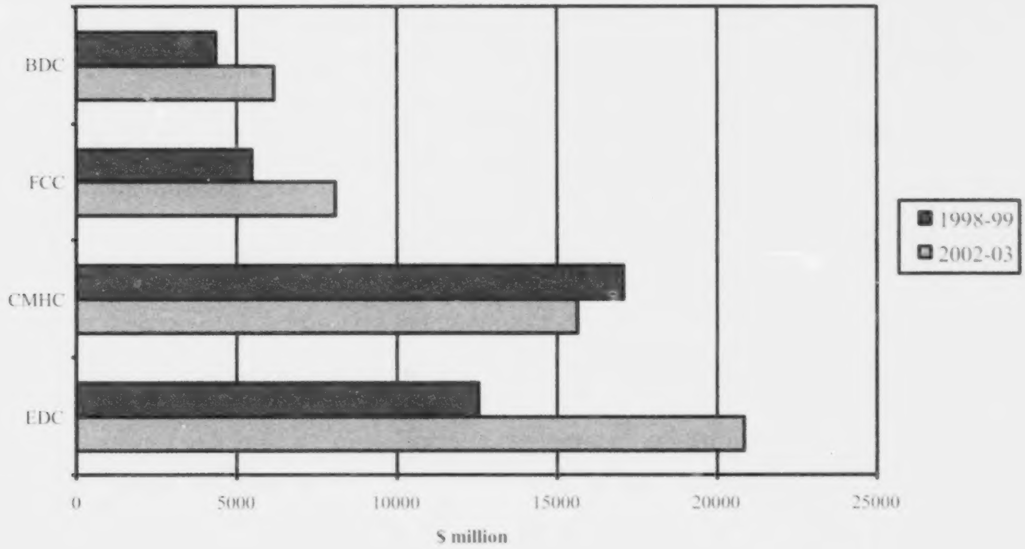


Note: Data for 2002-03 excludes the Old Port of Montreal Corporation Inc. and the Standards Council of Canada.

The four largest debtors in 2002-03 were EDC, the CMHC, FCC and the Business Development Bank of Canada (BDC). Their debt obligations represent 40.4, 30.1, 15.7 and 11.9 per cent respectively of the total debt obligations of Crown corporations. The same Crown corporations were also the four largest debtors in 2001-02.

Exhibit 7 presents the respective debt loads of the four largest debtors in 2002–03 compared to 1998–99.

Exhibit 7: Comparison of Largest Debtors in 2002–03 with 1998–99



Glossary of Financial and Employment Terms Used in This Report

All financial data are extracted from the Crown corporations' audited financial statements for the recent fiscal year. Certain values are adjusted to apply consistently the definitions that follow. Items are listed in the order in which they appear in the summary exhibits.

Total assets represents all assets reported by the corporation in its audited financial statements.

Long-term liabilities represents all long-term liabilities reported by the corporation in its audited financial statements, including deferred capital funding.

Equity represents the equity of Canada. For some corporations, the excess of assets over liabilities is not deemed to be equity of Canada because of the nature of their operations (e.g. marketing boards).

Employment represents the number of full-time employees obtained from sources such as an annual report, financial statements or a corporate plan, and are as at the fiscal year-end of the Crown corporation. The figure includes the full-time staff, and others employed outside of Canada by the parent corporation and its wholly owned subsidiaries. The exceptions are data for the Canada Development Investment Corporation, which relate to the parent corporation only, and data for the four pilotage authorities, which include contract pilots.

Net income represents after-tax income, where applicable, and any extraordinary items. It includes parliamentary appropriations where the corporation has included these in the computation of net income. In some cases, net income is the "excess of parliamentary appropriations over cost of operations" or "excess of proceeds over expenditures." A negative net income (i.e. a net loss) is shown in parentheses.

Borrowings from the private sector include short- and long-term borrowings, capital leases and any other debt-like instruments. For the marketing corporations (Canadian Dairy Commission and Freshwater Fish Marketing Corporation), loans may include payments accruing to dairy producers and fishers.

Borrowings from Canada include short- and long-term borrowings, advances from the Government of Canada for working capital or other purposes, and other debt-like instruments.

Budgetary appropriations refers to parliamentary funding for capital and operating purposes. The amounts exclude grants and contributions paid to Crown corporations where they qualify as members of a general class of recipients. Budgetary appropriations increase the expenditures of Canada and thus have a direct impact on the amount of the government's surplus or deficit.

Dividends represents those declared by the corporation during its fiscal year. This figure includes cash recoveries by Canada (where applicable) and other types of payments or contributions made to Canada (excluding repayments of debt-like instruments). Dividends may be paid by the corporation to the Government of Canada before or after the corporation's year-end.

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2003; $ million) *

Corporation by Ministerial Portfolio	Financial Position				Employment
	Total Assets	Current Liabilities	Long-term Liabilities	Equity[1]	
Canadian Dairy Commission	130.8	130.8	0.0	0.0	64
Farm Credit Canada	8,991.2	3,009.4	5,139.0	842.8	953
Total Agriculture and Agri-Food	**9,122.0**	**3,140.2**	**5,139.0**		**1,017**
Canada Council for the Arts	308.4	25.6	6.3	203.0	180
Canadian Broadcasting Corporation	1,556.4	299.6	1,108.6	148.2	7,422
Canadian Museum of Civilization	96.2	16.4	57.3	22.5	457
Canadian Museum of Nature	48.8	8.4	44.8	(4.8)	169
Canadian Race Relations Foundation	23.9	0.2	0.0	23.8	12
National Arts Centre Corporation	42.7	22.5	19.0	1.1	240
National Capital Commission	639.0	33.9	40.2	565.0	463
National Gallery of Canada	30.9	10.8	17.0	3.0	246
National Museum of Science and Technology	19.8	4.0	15.7	0.1	250
Telefilm Canada[7]	68.2	6.4	8.6	53.3	177
Total Canadian Heritage	**2,834.3**	**427.8**	**1,317.5**		**9,616**
Bank of Canada [2]	43,958.8	41,146.7	0.0	30.0	1,066
Canada Deposit Insurance Corporation	1,102.3	7.9	555.3	539.1	92
Canada Development Investment Corporation	76.7	9.9	1.6	65.2	0
Canada Pension Plan Investment Board[2]	17,939.5	488.7	0.0	0.0	35
Total Finance	**1,179.0**	**17.8**	**556.9**		**1,193**
Freshwater Fish Marketing Corporation	28.8	24.7	0.0	4.2	200
Total Fisheries and Oceans	**28.8**	**24.7**	**0.0**		**200**
International Development Research Centre	46.2	22.4	15.9	8.0	335
Total Foreign Affairs	**46.2**	**22.4**	**15.9**		**335**
Business Development Bank of Canada	7,791.4	3,411.1	3,210.3	1,170.0	1,335
Canadian Tourism Commission	33.6	27.6	8.5	(2.6)	161
Cape Breton Growth Fund Corporation [3]	60.6	0.3	0.0	60.3	8
Enterprise Cape Breton Corporation	18.1	12.2	0.5	5.5	59
Standards Council of Canada[4]	--	--	--	--	84
Total Industry	**7,903.6**	**3,451.1**	**3,219.3**		**1,647**
Canadian Commercial Corporation	419.3	377.5	1.1	40.8	95
Export Development Canada	24,554.0	8,002.0	14,475.0	2,077.0	997
Total International Trade	**24,973.3**	**8,379.5**	**14,476.1**		**1,092**

* Notes are at the end of Exhibit 9.

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2003; $ million) *[continued]*

	Financial Position				
Corporation by Ministerial Portfolio	**Total Assets**	**Current Liabilities**	**Long-term Liabilities**	**Equity**[1]	**Employment**
Atomic Energy of Canada Limited	972.8	208.3	612.2	152.3	3,334
Cape Breton Development Corporation	30.3	69.4	430.9	(469.9)	37
Total Natural Resources	**1,003.1**	**277.7**	**1,043.1**		**3,371**
Defence Construction (1951) Limited	9.7	3.6	3.5	2.6	280
Total Public Works and Government Services	**9.7**	**3.6**	**3.5**		**280**
Atlantic Pilotage Authority	6.5	1.3	0.6	4.6	84
Blue Water Bridge Authority	167.2	4.7	109.6	52.9	68
Canada Lands Company Limited	341.9	84.7	17.0	240.3	106
Canada Mortgage and Housing Corporation	23,502.0	4,781.0	16,912.0	1,809.0	1,772
Canada Post Corporation	4,099.0	1,190.0	1,974.0	935.0	45,612
Canadian Air Transport Security Authority	195.8	59.6	127.5	8.8	120
Federal Bridge Corporation Limited, The	194.6	9.5	131.0	54.1	75
Great Lakes Pilotage Authority	8.8	4.4	2.7	1.6	83
Laurentian Pilotage Authority	10.7	10.0	2.3	(1.6)	217
Marine Atlantic Inc.	273.8	27.3	240.9	5.6	945
Old Port of Montreal Corporation Inc.[4, 5]	--	--	--	--	131
Pacific Pilotage Authority	9.9	4.0	1.9	4.0	159
Parc Downsview Park Inc.[6]	--	--	--	--	--
Queens Quay West Land Corporation	4.6	34.0	0.0	(29.3)	8
Ridley Terminals Inc.	16.5	2.1	64.4	(50.0)	55
Royal Canadian Mint	151.8	33.8	29.1	89.0	563
VIA Rail Canada Inc.	892.2	101.8	41.8	103.8	3,054
Total Transport	**29,875.3**	**6,348.1**	**19,654.8**		**53,052**
Public Sector Pension Investment Board[2]					29
Public Service Pension Plan Account	5,758.0	1.2	0.0	0.0	
Canadian Forces Pension Plan Account	1,731.0	7.1	0.0	0.0	
Royal Canadian Mounted Police Pension Plan Account	615.6	0.6	0.0	0.0	
Total Treasury Board	**0.0**	**0.0**	**0.0**		**29**
Grand Total	**76,975.4**	**22,092.8**	**45,426.1**		**71,832**

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2003; $ million) *

		Financing			
		Changes to Net Borrowings			
Corporation by Ministerial Portfolio	**Net Income[1]**	**Private Sector**	**Canada**	**Budgetary Appro-priations**	**Divi-dends**
Canadian Dairy Commission	(9.5)	(20.2)	2.9	19.4	0.0
Farm Credit Canada	96.8	986.5	0.0	0.0	0.0
Total Agriculture and Agri-Food		**966.3**	**2.9**	**19.4**	**0.0**
Canada Council for the Arts	(6.5)	0.0	0.0	153.7	0.0
Canadian Broadcasting Corporation	20.1	(5.1)	0.0	1,046.5	0.0
Canadian Museum of Civilization	0.5	0.0	0.0	81.4	0.0
Canadian Museum of Nature	(2.1)	(0.2)	0.0	28.4	0.0
Canadian Race Relations Foundation	(2.7)	0.0	0.0	0.0	0.0
National Arts Centre Corporation	0.1	0.0	0.0	31.4	0.0
National Capital Commission	(12.6)	0.0	0.0	124.7	0.0
National Gallery of Canada	0.2	0.0	0.0	42.9	0.0
National Museum of Science and Technology	0.1	0.0	0.0	27.9	0.0
Telefilm Canada[7]	14.4	0.0	0.0	137.5	0.0
Total Canadian Heritage		**(5.3)**	**0.0**	**1,674.3**	**0.0**
Bank of Canada[2]	1,822.4	(484.8)	0.0	0.0	1,822.4
Canada Deposit Insurance Corporation	52.7	0.0	0.0	0.0	0.0
Canada Development Investment Corporation	(19.1)	0.0	0.0	0.0	0.0
Canada Pension Plan Investment Board[2]	(4,152.3)	277.0	0.0	0.0	0.0
Total Finance		**0.0**	**0.0**	**0.0**	**0.0**
Freshwater Fish Marketing Corporation	0.0	1.3	0.0	0.0	0.0
Total Fisheries and Oceans		**1.3**	**0.0**	**0.0**	**0.0**
International Development Research Centre	(1.9)	0.0	0.0	95.2	0.0
Total Foreign Affairs		**0.0**	**0.0**	**95.2**	**0.0**
Business Development Bank of Canada	31.9	447.6	0.0	0.0	12.2
Canadian Tourism Commission	(0.9)	0.0	0.0	111.0	0.0
Cape Breton Growth Fund Corporation[3]	21.8	0.0	0.0	0.0	0.0
Enterprise Cape Breton Corporation	0.6	0.0	0.0	35.0	0.0
Standards Council of Canada[4]	--	--	--	--	--
Total Industry		**447.6**	**0.0**	**146.1**	**12.2**

* Notes are at the end of this Exhibit.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2003; $ million) *[continued]*

		Financing			
		Changes to Net Borrowings			
Corporation by Ministerial Portfolio	Net Income[1]	Private Sector	Canada	Budgetary Appro-priations	Divi-dends
Canadian Commercial Corporation	0.1	0.0	(10.0)	16.6	0.0
Export Development Canada	122.0	1,220.0	0.0	0.0	95.0
Total International Trade		**1,220.0**	**(10.0)**	**16.6**	**95.0**
Atomic Energy of Canada Limited	(25.7)	0.0	(1.0)	144.6	0.0
Cape Breton Development Corporation	16.0	0.0	0.0	46.5	0.0
Total Natural Resources		**0.0**	**(1.0)**	**191.1**	**0.0**
Defence Construction (1951) Limited	0.5	0.0	0.0	0.0	0.0
Total Public Works and Government Services		**0.0**	**0.0**	**0.0**	**0.0**
Atlantic Pilotage Authority	0.3	0.0	0.0	0.0	0.0
Blue Water Bridge Authority	(0.9)	110.0	0.0	0.0	0.0
Canada Lands Company Limited	12.9	(8.2)	(5.2)	0.0	4.6
Canada Mortgage and Housing Corporation	544.0	(839.0)	(218.0)	1,909.0	0.0
Canada Post Corporation	71.0	54.0	0.0	239.7	16.0
Canadian Air Transport Security Authority	6.1	0.0	0.0	259.5	0.0
Federal Bridge Corporation Limited, The	3.6	0.0	0.0	78.9	0.0
Great Lakes Pilotage Authority	(1.6)	0.0	0.0	0.0	0.0
Laurentian Pilotage Authority	0.4	1.4	0.0	0.0	0.0
Marine Atlantic Inc.	(0.3)	0.0	0.0	39.1	0.0
Old Port of Montreal Corporation Inc. [4, 5]	--	--	--	--	--
Pacific Pilotage Authority	0.6	1.3	0.0	0.0	0.0
Parc Downsview Park Inc. [6]	--	--	--	--	--
Queens Quay West Land Corporation	(1.0)	0.0	0.0	4.0	0.0
Ridley Terminals Inc.	(6.6)	0.0	0.0	0.0	0.0
Royal Canadian Mint	(5.4)	(4.6)	0.0	0.0	0.0
VIA Rail Canada Inc.	15.5	0.0	0.0	257.1	0.0
Total Transport		**(685.1)**	**(223.2)**	**2,787.3**	**20.6**
Public Sector Pension Investment Board [2]					
Public Service Pension Plan Account	(661.3)	0.0	0.0	0.0	0.0
Canadian Forces Pension Plan Account	(200.1)	0.0	0.0	0.0	0.0
Royal Canadian Mounted Police Pension Plan Account	(71.7)	0.0	0.0	0.0	0.0
Total Treasury Board		**0.0**	**0.0**	**0.0**	**0.0**
Grand Total		**1,944.8**	**(231.3)**	**4,930.0**	**127.8**

Notes for Exhibits 8 and 9

[1] This column is not totaled because the information is not reported in a consistent manner.

[2] Financial data for the Bank of Canada, the Canada Pension Plan Investment Board, and the Public Sector Pension Investment Board are provided for information, but are not included in the totals due to the unique nature of their operations.

[3] The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed to report as a parent Crown corporation.

[4] Financial data are excluded for the Old Port of Montreal Corporation Inc., and the Standards Council of Canada, since their 2002-03 annual reports had not been tabled in Parliament as of October 10, 2003.

[5] The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

[6] Financial information for Parc Downsview Park Inc. is contained within the information reported for the Canada Lands Company Inc. On September 3, 2003, Parc Downsview Park Inc. was directed to report as a parent Crown corporation however the corporation did not table their own Corporate Plan Summary or Annual Report this year.

[7] On June 13, 2002, Parliament approved Bill C-43, *An Act to Amend Certain Acts and Instruments and to Repeal the Fisheries Prices Support Act*. The legislation amended the name of the Canadian Film Development Corporation to Telefilm Canada.

CROWN CORPORATIONS' CORPORATE HOLDINGS

This chapter presents statistical information on Crown corporations and their corporate holdings as of August 31, 2003. Readers should note however that the information in the rest of the report, unless otherwise noted, is as of the financial year-ends of the corporations prior to July 31, 2003.

The information is provided in three parts:

Statistical Summary shows the number of parent Crown corporations and their subsidiaries, legal partnerships and associates on a comparative basis with those of the previous year.

Changes During the Year shows the changes that occurred with regard to parent Crown corporations and their subsidiaries, legal partnerships and associates between August 31, 2002 and August 31, 2003.

Crown Corporations' Corporate Holdings presents a comprehensive list of parent Crown corporations and their subsidiaries, legal partnerships and associates.

STATISTICAL SUMMARY

Number of Parent Crown Corporations, Their Wholly Owned Subsidiaries, and Other Subsidiaries, Associates and Legal Partnerships (as of August 31)

	2003	2002
Parent Crown Corporations	43	43
Wholly Owned Subsidiaries (100%)	23	21
Other Subsidiaries, Associates and Legal Partnerships	35	36

CHANGES DURING THE YEAR

Canada Lands Company Limited

Subsidiary held at 100 %

- 3148131 Canada Limited Deleted

Canada Pension Plan Investment Board

Subsidiary held at 100%

- CPP Investment Board Real Estate Holdings Inc. Added

Canada Post Corporation

Subsidiaries held at 100%

- 2875039 Canada Limited (100%) and its subsidiary
  - Purolator Holdings Ltd. (86.9%) and its subsidiaries
    - 355853 Canada Inc. (100%) Deleted
    - Purolator Trade Solutions Ltd. (51%) Added
- 3906949 Canada Inc. (100%) and its subsidiaries
  - Intelcom Courier Canada Inc. (50%)
    - Progistix-Solutions Inc. (2.63%) Added
- Canada Post International Limited (100%) and its subsidiary
  - Nieuwe Post Nederlandse Antillen N.V. (100%) Added
- EPO Holdings Inc. (100%) and its subsidiary Added
  - EPO Inc. (96.54%) Added

Subsidiary held at 50 to 99%

- EPO Holdings Inc. and its subsidiary Deleted
  - EPO Inc. (96.54%) Deleted

Canadian Broadcasting Corporation

Subsidiary held at 100%

- Country Canada (100%) Added

Associate held at less than 50%

- TV5 Monde (6.7%) Added

Cape Breton Development Corporation	
Subsidiary held at 100%	
• Cape Breton Carbofuels Limited	Deleted
Enterprise Cape Breton Corporation	
Associates held at less than 50%	
• Carol Rizzetto Realty Limited Partnership	Deleted
• General Mining Building Limited	Deleted
Telefilm Canada	Name changed[1]

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[1] Name changed from Canadian Film Development Corporation.

CROWN CORPORATIONS' CORPORATE HOLDINGS

1. Atlantic Pilotage Authority

2. Atomic Energy of Canada Limited

Subsidiaries held at 100%

- AECL Technologies B.V.
- AECL Technologies Inc.

3. Bank of Canada

4. Blue Water Bridge Authority

5. Business Development Bank of Canada

Associate held at less than 50%

- Cominco Ltd.[1]

6. Canada Council for the Arts

7. Canada Deposit Insurance Corporation

8. Canada Development Investment Corporation

Subsidiaries held at 100%

- Canada Eldor Inc.
- Canada Hibernia Holding Corporation and its associate
    - Hibernia Management and Development Company Ltd. (8.5%)

9. Canada Lands Company Limited

Subsidiaries held at 100%

- Canada Lands Company CLC Limited
- Old Port of Montreal Corporation Inc.[2]
- Parc Downsview Park Inc.

10. Canada Mortgage and Housing Corporation

11. Canada Pension Plan Investment Board

Subsidiaries held at 100%

- CPP Investment Board Private Holdings Inc.
- CPP Investment Board Real Estate Holdings Inc.

12. Canada Post Corporation

Subsidiaries held at 100%

- 2875039 Canada Limited (100%) and its subsidiary
  - Purolator Holdings Ltd. (86.9%) and its subsidiaries
    - 964102 Ontario Inc. (100%)
    - Purolator Courier Ltd. (100%) and its subsidiaries
      - Canadian Teleservices Corporation (100%)
      - Distribution Management Services Inc. (100%)
      - Purolator Customs Services Ltd. (100%)
      - Purolator Holdings U.S. Ltd. (100%) and its subsidiary
        - Purolator Courier U.S. Ltd. (100%)
      - Purolator Trade Solutions Ltd. (51%)
      - Supercourier (1987) Ltd. (100%)
- 2875047 Canada Limited (100%)
- 3906949 Canada Inc. (100%) and its subsidiaries
  - Intelcom Courier Canada Inc. (50%) and its subsidiary
    - Progistix-Solutions Inc. (2.63%)
  - Progistix-Solutions Inc. (97.37%) and its subsidiary
    - Assured Logistics Inc. (100%)
- Canada Post International Limited (100%) and its subsidiary
  - Nieuwe Post Nederlandse Antillen N.V. (100%)
- EPO Holdings Inc. (100%) and its subsidiary
  - EPO Inc. (96.54%)

Subsidiaries held at 50 to 99%

- Innovapost Inc. (51%)

Associates held at less than 50%

- Co-operative Vereniging International Post Corporation U.A. (6.1%) and its subsidiaries
  - IPC Technology S.C. (96%)
  - IPC Unipost S.C. (96%)
- Purolator Holdings Ltd. (10.7%)

13. Canadian Air Transport Security Authority

14. Canadian Broadcasting Corporation

Subsidiary held at 100%

- Country Canada

Associates held at less than 50%

- ARTV (37%)
- Cable North Microwave Limited (1 share)
- Look Communications Inc.[3] (.24%)
- Master FM Limited (20%)
- The Canadian Documentary Channel (29%)
- TV5 Monde (6.7%)
- Visnews Limited (1 share)

15. Canadian Commercial Corporation

16. Canadian Dairy Commission

17. Canadian Museum of Civilization

18. Canadian Museum of Nature

19. Canadian Race Relations Foundation

20. Canadian Tourism Commission

21. Cape Breton Development Corporation

22. Defence Construction (1951) Limited

23. Enterprise Cape Breton Corporation

Subsidiaries held at 100%

- Cape Breton Growth Fund Corporation[4]
- Cape Breton Marine Farming Limited[5]
- DARR (Cape Breton) Limited[5]
- Gulf Bras D'Or Estates Limited[5]

Associates held at less than 50%

- Bell Bay Golf Developments Incorporated
- Jackmen Development Limited
- Lynnwood Inn Limited
- Silver Screen Star Limited

24. Export Development Canada

Subsidiary held at 100%

- Exinvest Inc.

25. Farm Credit Canada

26. Federal Bridge Corporation Limited, The

Subsidiaries held at 100%

- Jacques Cartier and Champlain Bridges Incorporated, The
- Seaway International Bridge Corporation, Ltd., The

Subsidiary held at 50 to 99%

- St. Mary's River Bridge Company

27. Freshwater Fish Marketing Corporation

28. Great Lakes Pilotage Authority

29. International Development Research Centre

30. Laurentian Pilotage Authority

31. Marine Atlantic Inc.

32. National Arts Centre Corporation

33. National Capital Commission

34. National Gallery of Canada

35. National Museum of Science and Technology

36. Pacific Pilotage Authority

37. Public Sector Pension Investment Board

38. Queens Quay West Land Corporation

39. Ridley Terminals Inc.

40. Royal Canadian Mint

Subsidiary held at 100%

- RCMH-MRCF Inc. and its affiliate
  - TGM Specialty Services Inc. (50%)

41. Standards Council of Canada

42. Telefilm Canada

43. VIA Rail Canada Inc.

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[1] Only non-voting preferred shares are held.

[2] Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.

[3] Pursuant to the *Companies' Creditors Arrangement Act*.

[4] Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.

[5] Inactive corporation.

OTHER CORPORATE INTERESTS OF CANADA

This chapter provides information on:

- share-capital corporations partially owned by the federal government;
- corporations without share capital (for example, not-for-profit corporations) for which the government has a legal right to appoint, or approve the appointment of, at least one member to the board of directors or other governing body; and
- organizations formed pursuant to an international agreement where the federal government holds shares in the organization or has a right to appoint, or approve the appointment of, some number of members to the governing body.

For share-capital corporations, the listing shows the degree of federal ownership. For non-share-capital corporations, the listing includes fractions showing the number of federally appointed board members over the total number of board members.

The latter is intended to illustrate the degree of federal influence over an entity in cases where control cannot be expressed in terms of share ownership. Thus, in this context, a "federal appointee" may be an individual appointed by Order of the Governor in Council or by any one of a number of other mechanisms. Examples of such mechanisms may include appointment by a minister or by a Crown corporation. Federal public servants occupying board positions on an *ex officio* basis are also counted as federal appointees for these purposes.

Corporations named in this chapter are grouped as follows:[1]

Mixed Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. Private-sector parties own the remaining shares.

Joint Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. The balance of shares is owned by another level of government.

International Organizations

International organizations are corporate entities created pursuant to international agreements under which Canada holds shares or has a right to appoint or elect some number of members to a governing body.

Shared-governance Corporations

This category includes corporate entities without share capital for which Canada, either directly or through a Crown corporation, has a right pursuant to statute, articles of incorporation, letters patent, by-law or any contractual agreement (including funding or contribution agreements) to appoint or nominate one or more members to the governing body.

Corporations under the terms of the *Bankruptcy and Insolvency Act*

This group includes corporate entities whose shares are partially owned by Canada following receipt by a trustee in bankruptcy.

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[1] This chapter does not include departmental corporations such as the Canadian Food Inspection Agency. Although they are similar to Crown corporations in that they are wholly owned by the federal government, departmental corporations are specifically excluded from the *Financial Administration Act* (FAA) definition of a "Crown corporation". Instead, departmental corporations are defined as departments under the FAA and, as such, are subject to a different accountability regime.

NUMBER OF OTHER CORPORATE INTERESTS

Year-Over-Year Comparison

Other Corporate Interests of Canada	March 31, 2003	March 31, 2002
Mixed enterprises	1	1
Joint enterprises	3	3
International organizations	18	18
Shared-governance corporations	139	139
Corporations under the terms of the *Bankruptcy and Insolvency Act*	29	25

OTHER CORPORATE INTERESTS – ADDITIONS AND DELETIONS

During the year ending March 31, 2003

Mixed Enterprises	No Additions or Deletions
Joint Enterprises	No Additions or Deletions
International Organizations	No Additions or Deletions
Shared-governance Corporations	
2003 World Forestry Congress	Added
2007 Whitehorse Canada Winter Games Host Society Inc.	Added
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)	Deleted
Beef Industry Development Fund	Deleted
Canadian Sport Centre – Calgary	Name changed[1]
Canadian Sport Centre – Greater Victoria	Name changed[2]
Canadian Sport Centre – Manitoba	Name changed[3]
Canadian Sport Centre – Saskatchewan	Name changed[4]
Canadian Sport Centre – Toronto	Name changed[5]
Milit-Air Inc.	Added
Nova Scotia Apple Industry Development Fund	Deleted
Nova Scotia Research and Development for Grain and Forage	Deleted
Ontario Agriculture Training Institute (OATI)	Deleted
Petroleum Technology Research Centre Inc.	Added
Société de développement à l'exportation de Longueuil	Name changed[6]
Société du Havre de Montréal	Added

Corporations held under the terms of the Bankruptcy and Insolvency Act

Dynasty Motocar Corporation	Added
International Pursuit Corporation	Added
Process Capital Corporation	Added
Sahelian Goldfields Inc.	Added

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[1] Name changed from National Multi-Sport Centre – Calgary.

[2] Name changed from National Sport Centre – Greater Victoria.

[3] Name changed from National Sport Centre – Manitoba.

[4] Name changed from National Sport Centre – Saskatchewan.

[5] Name changed from National Sport Centre – Toronto.

[6] Name changed from Société de développement à l'exportation de La Rive-Sud de Montréal.

MIXED ENTERPRISES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
Minister of Finance				
Petro-Canada				
To enhance shareholder's value through development, production and distribution of hydrocarbons and other types of fuel and energy.	PO Box 2844 Calgary AB T2P 3E3 (403) 296-8000	*Canada Business Corporations Act*, 1975	December 31 A = \$13.4B L = \$5.2B Arthur Andersen LLP	18.74%

JOINT ENTERPRISES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
Minister of Industry and Minister responsible for Canada Economic Development				
Société du parc industriel et portuaire Québec-Sud				
To conduct the sale of the corporation's lands and to suggest an alternative solution to two levels of government on the use of the proceeds of this sale since the lands are unsuitable for an industrial infrastructure.	Bureau 303 13, rue St-Louis Lévis QC G6V 4E2 (418) 833-5925	Special Act of the Quebec Government (1974)	March 31 A = $1.7M L = $0M Auditor General of Quebec	40%
Minister of Industry and of Western Economic Diversification				
North Portage Development Corporation (operating as The Forks North Portage Partnership)				
To foster the social and economic redevelopment of the North Portage and The Forks areas in downtown Winnipeg.	201 - One Forks Market Rd. Winnipeg MB R3C 4L9 (204) 943-7752	*Manitoba Corporations Act*, 1983	March 31 A = $95.7M L = $6.2M Ernst & Young	33.3%
Minister of Natural Resources				
Lower Churchill Development Corporation Limited				
To establish a basis for the development of all or part of the hydroelectric potential of the Lower Churchill basin and the line transmission of this energy to markets.	PO Box 12700 St. John's NL A1B 3T5 (709) 737-1400	*Newfoundland Companies Act*, 1978	December 31 A = $30M L = $0M Ernst & Young	49%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees[1]
Minister of Canadian Heritage				
World Anti-Doping Agency				
To promote and coordinate at the international level the fight against doping in sport in all forms.	Suite 700 Stock Exchange Tower 800 Place Victoria Montréal QC H4Z 1B7 (514) 904-9232	Incorporated under Swiss Law as a not-for-profit organization, 1999	Price Waterhouse Coopers	1/36
Minister of the Environment				
International Lake Memphremagog Levels Board				
A forum for dispute resolution regarding the regulation of the levels of Lake Memphremagog in accordance with international obligations and federal and provincial legislation.	c/o EC Québec Region Suite 300 100 Alexis-Nihon Blvd. St-Laurent QC H4M 2N8 (514) 283-1628	The Board was created pursuant to an agreement between the governments of Canada and the U.S.A.	n/app*	1/2
International Lake of the Woods Control Board				
Lake of the Woods is an international boundary water. The Lake of the Woods Control Board is responsible for the regulation of levels in the Lake of the Woods and Lac Seul and flows in the Winnipeg and English Rivers downstream of these lakes to their junction, in accordance with international obligations and federal and provincial legislation.	c/o EC Environmental Conservations Branch 4th Floor 351 St-Joseph Blvd. Hull QC K1A 0H3 (819) 997-2529	The Board was created pursuant to Section 2 of the *Lake of the Woods Control Board Act* and is further mandated by the Canada-U.S. Boundary Waters Treaty (Convention and Protocol, 1925)	n/app	1/2

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[1] For share-capital corporations, a percentage value represents the degree of federal ownership. For entities without share capital, a fraction shows the number of federally appointed members of the entity's board or governing body over the total number of board members.

* n/app not applicable

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of the Environment (continued)				
International Niagara Committee				
To determine the amount of water available for the purposes of the Treaty and to record the amounts of water used for power diversions.	c/o EC Ontario Region 867 Lakeshore Rd. PO Box 5050 Burlington ON L7R 4A6 (905) 336-4580	The Niagara Diversion Treaty, 1950 as administered by the Department of Foreign Affairs and International Trade and the U.S. State Department	n/app	1/2
International Porcupine Caribou Board				
The Board makes recommendations and provides advice on those aspects of the conservation of the Porcupine Caribou Herd and its habitat that require international coordination.	c/o EC Pacific and Yukon Region Canadian Wildlife Service 91782 Alaska Hwy. Whitehorse YT Y1A 5B7 (867) 393-6700	Agreement signed by the U.S.A. and Canada on the Conservation of the Porcupine Caribou Herd, 1987	n/app	4/8
North American Commission for Environmental Cooperation – Joint Public Advisory Committee				
The Committee provides advice to the Council of the North American Commission for Environmental Cooperation on matters within the scope of the North American Agreement on Environmental Cooperation, a "side agreement" to the North American Free Trade Agreement.	Suite 200 393 Saint-Jacques St. Montréal QC H2Y 1N9 (514) 350-4300	The Committee was created pursuant to the North American Agreement on Environmental Cooperation	n/app	5/15

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Finance				
European Bank for Reconstruction and Development				
To develop a vibrant private sector and to help foster the transition from centrally planned economies to market economies in the new Europe.	One Exchange Square London EC2A 2JN England 44-20-7338-6000	*European Bank for Reconstruction and Development Agreement Act*, 1991	Arthur Andersen	3.43%
International Bank for Reconstruction and Development				
To assist in the reconstruction and development of territories of member countries.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-1000	*Bretton Woods and Related Agreements Act*, 1945	Deloitte Touche Tohmatsu (Int'l Firm)	2.85%
International Development Association				
To promote economic development, increase productivity and thus raise standards of living in the less developed areas of the world.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-1000	Articles of Agreement, 1960, *International Development Association Act*, 1960	Deloitte Touche Tohmatsu (Int'l Firm)	3.00%
International Finance Corporation				
To further economic development by encouraging the growth of productive enterprises in member countries, supplementing the activities of the International Bank for Reconstruction and Development.	2121 Pennsylvania Ave. Washington DC 20433 U.S.A. (202) 473-7711	Articles of Agreement: Vote 731, *Appropriation Act No. 6*, 1956	Deloitte Touche Tohmatsu (Int'l Firm)	3.45%
International Monetary Fund				
To promote economic welfare by encouraging the expansion of trade, the maintenance of orderly exchange arrangements, and the reduction of balance of payments.	700-19th St. NW Washington DC 20431 U.S.A. (202) 623-7000	Agreement signed by member countries, 1945	Price Waterhouse Coopers	2.99%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Finance (continued)				
Multilateral Investment Guarantee Agency				
To encourage the flow of investments for productive purposes among member countries, thus supplementing the activities of the International Bank for Reconstruction and Development, the International Finance Corporation and other international development finance institutions.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-6167	*Bretton Woods and Related Agreements Act*, 1988	Deloitte Touche Tohmatsu (Int'l Firm)	3.30%
Minister of Foreign Affairs				
African Development Bank				
To contribute to the economic development and social advancement of the member countries, individually and collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Africa.	01, PO Box 1387 Abidjan 01 Ivory Coast Africa 011-225-20-44-44	Agreement signed by member countries, 1963 and the *International Development (Financial Institutions) Continuing Assistance Act*	Deloitte & Touche; and Akintola Williams and Hussan Inc.	3.007%
Asian Development Bank				
To promote the economic and social advancement of developing country members. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Asia.	PO Box 789 1099 Manila Philippines 011-632-6005	Agreement signed by member countries, 1965 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse Coopers	5.27%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Foreign Affairs (continued)				
Caribbean Development Bank				
To contribute to the harmonious economic growth and development of the member countries, and integration among them, having special and urgent regard to the needs of the less developed members of the region. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	PO Box 408 Wilday, St. Michael Bridgetown Barbados 1-8-246-429-3550	Agreement signed by member countries, 1969 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse	9.50%
Inter-American Development Bank				
To contribute to the acceleration of the process of economic/social development of the regional developing member countries, individually or collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	1300 New York Ave. NW Washington DC 20577 U.S.A. (202) 623-1000	Agreement signed by member countries, 1959 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse	4.00%
International Boundary Commission				
To maintain the demarcation and cartographic representation of the land and water boundary between Canada and the United States, and to regulate all construction within three metres of the boundary line.	Room 571 615 Booth St. Ottawa ON K1A 0E9 (613) 995-4341	Treaty of Washington, 1908 and 1925; *International Boundary Commission Act*, 1960	n/app	1/2

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Veterans Affairs				
Commonwealth War Graves Commission				
To mark and maintain graves and memorials and keep records of the members of the Forces of the Commonwealth who died in the two World Wars.	2 Marlow Rd. Maidenhead Berkshire SL6 7DX U.K. (0628) 34221	Royal Charter, 1917	Grant Thornton	1/14

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members[2]
Minister of Agriculture and Agri-Food				
Agri-adapt Council Inc.				
An industry-led council administers the funds allocated to Newfoundland by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 1045 308 Brookfield Road Mount Pearl NL A1N 3C9 (709) 747-4874	*Companies Act* of the Province of Newfoundland and Labrador, 1996	Deborah A. Muir CGA	1/9
Agricultural Adaptation Council				
To foster increased long-term growth, employment and competitiveness in the industry and in rural Ontario. To encourage the development of innovative technologies that will assist the Ontario industry to adapt and become more competitive in a global economy.	192 Nicklin Road Guelph ON N1H 7L5 (519) 822-7554	*Agricultural and Horticultural Organizations Act* of the Province of Ontario, 1995	Hillson Co. LLP (Guelph)	1/18
Agriculture and Food Council of Alberta				
An industry-led council administers the funds allocated to Alberta by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 402 1101-5 Street Nisku AB T9E 7N3 (780) 955-3714	*Society Act* of the Province of Alberta, 1994	Meyers Norris Penny LLP	1/27

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[2] This fraction shows the number of members of the entity's board or governing body that can be appointed by the federal government over the total number of board members.

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Agri-Food Innovation Fund				
To support the development of emerging primary and value-added agriculture sectors by providing assistance for research, development and infrastructure needs, and to facilitate transition to a more market driven economy for the Saskatchewan agri-food industry.	Room 329 3085 Albert St. Regina SK S4S 0B1 (306) 780-8262	The *Crown Corporations Act*, 1993 (Sask.) and The *Agri-Food Innovation Act*, 1995 (Sask.)	Saskatchewan Provincial Auditor	6/12
Agri-Futures Nova Scotia				
An industry-led council administers the funds allocated to Nova Scotia by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	757 Ostrea Lake Road Musquodoboit Harbour NS B0J 2L0 (902) 889-2323	*Societies Act* of the Province of Nova Scotia, 1996	Price Waterhouse Coopers	1/11
British Columbia Investment Agriculture Foundation (BCIAF)				
An industry-led council administers the funds allocated to B.C. by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 8248 Victoria BC V8W 3R9 (250) 356-1662	*Society Act* of the Province of British Columbia, 1996	BDO Dunwoody LLP	1/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canada-Alberta Beef Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the beef industry in Alberta.	Alberta Beef Producers 215-6715 8th Street NE Calgary AB T2E 7H7 (403) 275-4401	Canada-Alberta Beef Industry Development Companion Agreement, *Farm Income Protection Act*	KPMG LLP	1/7
Canada-Alberta Hog Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the hog industry in Alberta.	4828-89th Street Edmonton AB T6E 5K1 (780) 491-3527	Canada-Alberta Hog Industry Development Companion Agreement (April 16, 1997) and Amending Agreement (May 19, 1998), *Farm Income Protection Act*	KPMG	1/7
Canada-Alberta Sugar Beet Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the sugar beet industry in Alberta.	Alberta Sugar Beet Growers' Marketing Board 4900-50th Street Taber AB T1G 1T3 (403) 223-1110	Canada-Alberta Sugar Beet Industry Development Companion Agreement, *Farm Income Protection Act*	BDO Dunwoody LLP	1/7
Canada-Manitoba Agri-Food Research and Development Initiative				
To initiate, encourage, promote, and conduct innovative research and development projects that contribute to the economic well-being of Canada and Manitoba.	Administrator Agri-food R&D Council Manitoba Association of Agricultural Societies PO Box 72 Morris MB R0G 1K0 (204) 746-8186	Canada-Manitoba Agri-Food Research and Development Initiatives Companion Agreement, *Farm Income Protection Act*	Hamilton and Asselstine, CA	5/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canada-Newfoundland Agri-Food Innovation Fund				
To provide financial assistance to Newfoundland farmers for the development of primary and value-added agricultural sectors in Newfoundland and Labrador.	Department of Forest Resources and Agrifoods PO Box 2006 Corner Brook NL A2H 6J8 (709) 637-2077	Canada-Newfoundland and Labrador Agri-Food Innovation Agreement, *Farm Income Protection Act*	Newfoundland Provincial Auditor	1/6
Canadian Farm Business Management Council (CFBMC)				
To monitor and provide guidance on the implementation of the Canadian Farm Business Management Program; promote and encourage the application of sound farm business management principles and practices; and encourage, coordinate and fund projects undertaken on a national, regional, multi-provincial or provincial basis.	Suite 903 75 Albert St. Ottawa ON K1P 5E7 (613) 237-9060	*Canada Corporations Act*, 1992	Deloitte & Touche	1/10
Canadian International Grains Institute				
To provide educational programs and technical services in support of market development and promotion of world markets in Canada's grains, oil seeds and special crops.	Suite 1000 303 Main St. Winnipeg MB R3C 3G7 (204) 983-3289	*Canada Corporations Act*, 1972	Deloitte & Touche	3/5
Canadian Livestock Records Corporation				
To perform services for and on behalf of members of the fifty Breed Associations. To ensure the maintenance of the Breed Associations' Herd Books, and to maintain the General Stud and Herd Book.	2417 Holly Lane Ottawa ON K1V 0M7 (613) 731-7110	*Animal Pedigree Act*, 1988	Newton & Co.	1/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Centre de développement du porc du Québec Inc.				
To exercise leadership in the development and transfer of new technologies in order to actively continue improving the quality and efficiency of a sustainable Quebec hog industry.	Bureau 340 2795, boul. Laurier Sainte-Foy QC G1V 4M7 (418) 650-2440	3^e partie de la *Loi sur les compagnies du Québec*, 1992	Raymond Chabot Grant Thornton	1/18
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)				
To advise the Minister of Agriculture, Fisheries and Food Quebec on research and development activities to encourage dialogue in order to help the bio-food sector further the goal of sustainable development.	Direction de l'innovation scientifique et technologique MAPAQ 9^e étage 200, chemin Ste-Foy Québec QC G1R 4X6 (418) 380-2103	Gouvernement du Québec; *Loi sur le vérificateur général*	Auditor General of Quebec	1/23
Conseil pour le développement de l'agriculture du Québec (CDAQ)				
To administer the funds allocated to Quebec by the federal government to the agriculture sector under the Canadian Adaptation and Rural Development (CARD) Fund.	555, boul. Roland-Therrien Longueuil QC J4H 3Y9 (450) 679-0530	3^e partie de la *Loi sur les compagnies du Québec*, 1996	Raymond Chabot Grant Thornton	1/9
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.				
An industry-led council administers the funds allocated to Quebec by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 200 9001 de l'Acadie Blvd. Montréal QC H4N 3H7 (514) 858-2000	3^e partie de la *Loi sur les compagnies du Québec*	Samson Bélair Deloitte & Touche	1/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Manitoba Crop Diversification Centre (MCDC)				
An industry-led initiative with a mandate to identify, evaluate, demonstrate and facilitate the use of new crops, technologies and value added opportunities in a sustainable agricultural system. MCDC has three owned sites and two partnership sites representing a range of soil and climates. Much of the Centre's work is carried out in cooperation with outside agencies, groups and individuals. The centre provides a variety of assistance for research and demonstration activities, including technical support and use of its facilities and land.	PO Box 309 Carberry MB R0K 0H0 (204) 834-6000	*Department of Agriculture Act*, 1993	Meyers Norris Penny	3/9
Manitoba Rural Adaptation Council Inc.				
An industry-led council administers the funds allocated to Manitoba by AAFC's Canadian fund to encourage the agricultural indirectly and agro-rural Manitoba to adapt to changing market opportunities through diversification and value-added activities.	802-294 Portage Avenue Winnipeg MB R3C 0B9 (204) 982-4791	The *Corporation Act* of the Province of Manitoba, 1996	Meyers Norris Penny	4/22

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
New Brunswick Agricultural Council				
An industry-led council administers the funds allocated to New Brunswick by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 5001 381 Killam Dr. Moncton NB E1C 8R3 (506) 856-2633	*Companies Act* of the Province of New Brunswick, 1997	Donald Cormier, C.A.	1/10
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)				
To strengthen New Brunswick's rural and resource-based economy through the development, application and commercialization of biotechnology and technological innovations.	PO Box 636 Station A Fredericton NB E3B 5A6 (506) 444-2444	New Brunswick Biotechnology Centre of Excellence Endowment Fund Agreement, *Department of Agriculture and Agri-Food Act* Provincially incorporated under the laws of the Province of New Brunswick, 1996	Teed Saunders Doyle Co. (Fredericton)	1/11
Nova Scotia Technology Development 2000				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported agricultural research in Nova Scotia.	Nova Scotia Department of Agriculture & Fisheries Harlow Institute 176 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Research Technology 2000 Development Agreement, *Farm Income Protection Act*	Price Waterhouse Coopers	2/8

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Ontario Safety Net Research and Development Fund				
To improve the long-term competitive position and increase the diversity of the Ontario agriculture and food sector. The fund is administered by the Agricultural Adaptation Council for Ontario.	Agricultural Adaptation Council 192 Nicklin Road Guelph ON N1H 7L5 (519) 822-7554	*Agricultural and Horticultural Organizations Act*, Province of Ontario R.S.O. 1990, c. A.9, provincially incorporated in 1995	Hillson and Co. (Guelph)	1/18
POS Pilot Plant Corporation				
Excellence in service through dedicated staff providing bioprocessing solutions that enhance our clients' competitiveness.	118 Veterinary Rd. Saskatoon SK S7N 2R4 (306) 978-2800	*Canada Corporations Act*, 1973	KPMG	1/14
Prince Edward Island Adapt Council Inc. (PEIAC)				
An industry-led council administers the funds allocated to P.E.I. by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Room 103 420 University Ave. Charlottetown PE C1A 7Z5 (902) 368-2005	*Companies Act* of the Province of Prince Edward Island, 1997	Beaton Fitzpatrick Murray	1/12
Saskatchewan Council for Community Development				
To support and promote community-based development. To act as a catalyst for community cooperation, empowerment and development and to offer quality programs to rural Saskatchewan communities.	Box 21038 Saskatoon SK S7H 5N9 (306) 975-6847	Section 4(a) of the *Department of Agriculture and Agri-Food Act*	Davies Breen & Hrynewich	1/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Territorial Farmers Association NWT				
An industry-led council administers the funds allocated to the Northwest Territories by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 4386 Hay River NT X0E 1G3 (867) 874-4706	*Societies Act* of the Territory of the Northwest Territories, 1973	Ashton Chartered Accountants	1/6
Western Grains Research Foundation				
To initiate, encourage, support and conduct research into grain production and into economic and market development of grain products.	210-111 Research Drive Saskatoon SK S7N 3R2 (306) 975-0060	*Canada Corporations Act*, 1981	Price Waterhouse Coopers	1/17
Yukon Agricultural Association				
An industry-led council administers the funds allocated to Yukon Territory by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Room 203 302 Steele St. Whitehorse YT Y1A 2C5 (867) 668-6864	The *Societies Act* of the Territory of the Yukon, 1974	Ordish & Ordish	1/8
Minister of Canadian Heritage				
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2003 Bathurst-Campbellton Canada Winter Games on behalf of Canada, the Province of New Brunswick and other complementary purposes.	29 Roseberry St. Campbellton Restigouche County PO Box 456 Campbellton NB E3N 3G9	*Corporate Act of New Brunswick*, 1999	Barry R. Coleman, C.A.	1/22

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
2005 Regina Canada Summer Games Host Society				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2005 Regina Canada Summer Games on behalf of Canada, the Province of Saskatchewan and other complementary purposes.	Suite 205 438 Victoria Avenue East Regina SK S4N 0N7	*Canada Corporations Act* (2001)	Virtus Group LLP	1/9
2007 Whitehorse Canada Winter Games Host Society Inc.				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2007 Whitehorse Canada Winter Games on behalf of Canada, the Yukon Territory and other complementary purposes.	Bag 2007 Whitehorse, YK Y1A 6T7	*Canada Corporations Act* (2002)	To be appointed	2/18
Association for the Export of Canadian Books				
To promote the export of Canadian books. To administer the export budget for the Department of Canadian Heritage's Book Publishing Industry Development Program.	Suite 504 1 Nicholas St. Ottawa ON K1N 7B7 (613) 562-2324	*Canada Corporations Act*, 1972	Logan Katz	2/12
Calgary Olympic Development Association				
To foster the development of Canadian winter sport athletes, administer the Olympic Endowment Funds, and operate and maintain Canada Olympic Park.	88 Canada Olympic Rd. SW Calgary AB T2M 4N3 (403) 286-2632	*Society Act* of Alberta, 1979	Price Waterhouse Coopers	1/20
Canada Commonwealth Legacy Fund				
To finance programming and dedicated to develop standards of high performance and competitive excellence in domestic and international amateur sport.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	*Canada Corporations Act* 1994 *Society Act* of B.C. 1994	Dale Matheson Carr Hilton	1/5

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Canada Games Council				
To provide a major national multi-sport event for the best young athletes in all provinces and territories.	701-2197 Riverside Drive Ottawa ON K1H 7X3 (613) 526-2320	*Canada Corporations Act*, 1991	Cloutier & Brisebois	3/14
Canadian Sport Centre - Atlantic				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	Suite 308 5516 Spring Garden Rd. Halifax NS B3J 1G6 (902) 425-5822	*Nova Scotia Act*, 1999	Deloitte & Touche	1/15
Canadian Sport Centre – Calgary				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Faculty of Physical Education University of Calgary 2500 University Drive NW Calgary AB T2N 1N4 (403) 220-8196	*Society Act* of Alberta, 1994	Price Waterhouse Coopers	1/12
Canadian Sport Centre – Greater Victoria				
To create a dynamic environment for sport excellence at all levels by delivering world class coaching, quality athlete services and long-term sport development programs.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	*Society Act* of B.C., 1988	Norgaard Neale Campden Ltd.	1/12
Canadian Sport Centre – Manitoba				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o University of Manitoba Frank Kennedy Centre Room 138 17 Dafoe Rd. Winnipeg MB R3T 2N2 (204) 474-6604	*Corporate Act* of Manitoba	Hemingway Silver	1/17

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Canadian Sport Centre – Saskatchewan				
To support high performance athletes to achieve podium performances at international competitions through a holistic development process.	1870 Lorne Street Regina SK S4P 2L7 (306) 975-0809	Under Sask 1972 Sport Inc.	KPMG	1/11
Canadian Sport Centre – Toronto				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	Suite 606A 1185 Eglinton Ave. E North York ON M3C 3C6 (416) 426-7184	*Canada Corporations Act*, (Ontario) 1998	James G.A. Gibbs	1/12
Canadian Television Fund, The				
To assist the creation and broadcast in prime time of high-quality, culturally-significant Canadian television programs in English, French and Aboriginal languages in the genres of drama, variety, children's, documentaries and performing arts, and by both the majority and minority official-language production sectors.	5th Floor 111 Queen Street E Toronto ON M5C 1S2 (416) 214-4400 1-877-975-0766	*Canada Corporations Act*, Part II, 1996	KPMG	5/18
Coaching Association of Canada				
To enhance the experience of all Canadian athletes through quality coaching.	Suite 300 141 Laurier Ave. W Ottawa ON K1P 5J3 (613) 235-5000	*Canada Corporations Act*, 1971	Ouseley Hanvey Clipsham Deep LLP	4/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Hamilton 2003 World Road Cycling Championships				
To organize and manage the 2003 World Road Cycling Championships in Hamilton.	c/o David Braley Orlick Industries Inc. 411 Parkdale Avenue North PO Box 591 LCD#1 Hamilton ON L8L 9G1 (905) 544-1997 ext. 303	*Canada Corporations Act*, 2000	KPMG	2/12
Le Consortium de télévision Québec Canada Inc. (TV5)				
Promote the French language throughout the world through a specialty television service.	Bureau 101 1755 René-Lévesque Blvd. E Montréal QC H2K 4P6 (514) 522-5322	*Canada Corporations Act*, Part II, 1991	Samson Bélair Deloitte & Touche	2/9
National Multi-Sport Centre – Montreal				
To help high performance athletes training for the Olympic Games, world championships and other international competitions to reach their highest level of performance.	1000 Émile-Journeault Ave. Montréal QC H2M 2E7 (514) 872-1999	Partie 3, *Loi sur les compagnies du Québec*, 1997	Gosselin et associés	1/10
PacificSport Canadian Sport Centre – Vancouver				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	BC Place Stadium 3rd Floor East Airlock 777 Pacific Blvd. South Vancouver BC V6B 4Y8 (604) 730-7228	*Society Act* of B.C., 1998	Staley Okada Chandler & Scott	1/12
The 3rd IAAF World Youth Athletics Championship – Sherbrooke 2003				
To promote and celebrate the new levels of athletic performances for athletes aged 15-17.	2003 Sherbrooke 145 Sauvé Street Sherbrooke QC J1L 1L6 (819) 573-2003	Partie 3, *Loi sur les companies du Québec*, 2001	Samson Bélair Deloitte & Touche	1/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of the Environment				
Canadian Foundation for Climate and Atmospheric Sciences (CFCAS)				
To fund research that improves the scientific understanding of processes and predictions, provides relevant science to policy makers and improves understanding of the ways in which these challenges affect human health and the natural environment in addition to strengthening Canada's scientific capacity.	Suite 901 350 Sparks Street Ottawa ON K1R 7S8 (613) 238-2223	*Canada Corporations Act*, 2000	Ouseley Hanvey Clipsham Deep LLP	3/13
Wildlife Habitat Canada				
To promote the conservation, restoration and enhancement of wildlife habitat in Canada in order to retain the diversity, distribution and abundance of wildlife.	Suite 310 1750 Courtwood Crescent Ottawa ON K2C 2B5 (613) 722-2090	*Canada Corporations Act*, 1984	KPMG	6/12
Minister of Fisheries and Oceans				
International Fisheries Commissions Pension Society				
To arrange for and administer the provision of pensions and insurance for Canadian employees of any international fisheries commission whose seat or headquarters is established and maintained by Canada or the U.S., or both.	c/o Fisheries and Oceans 200 Kent St. Ottawa ON K1A 0E6 (613) 993-1860	*Canada Corporations Act*, 1957	Director General Corporate Review, Evaluation and Audit Directorate, Fisheries and Oceans	4/8
Minister of Foreign Affairs				
Asia-Pacific Foundation of Canada				
To develop closer ties between the peoples and institutions of Canada and the Asia-Pacific region.	Suite 666 999 Canada Place Vancouver BC V6C 3E1 (604) 684-5986	*Asia-Pacific Foundation of Canada Act*, 1984	Deloitte & Touche	9/17

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Foreign Affairs (continued)				
International Centre for Human Rights and Democratic Development				
To promote and support cooperation between Canada and other countries for the purpose of developing and strengthening human rights institutions.	Suite 1100 1001 Maisonneuve Blvd. E Montréal QC H2L 4P9 (514) 283-6073	*International Centre for Human Rights and Democratic Development Act*, 1988	Auditor General of Canada	10/13
Roosevelt Campobello International Park Commission				
To administer as a memorial the Roosevelt Campobello International Park.	459 Route 774 Welshpool NB E5E 1A4 (506) 752-2992	*The Roosevelt Campobello International Park Commission Act*, 1964	Foster, Carpenter, Black & Co.	3/6
Minister of Health				
Canadian Centre on Substance Abuse				
To promote informed debate and increased public awareness and participation on the part of Canadians regarding alcohol and drug related issues; to disseminate information on the nature, extent and consequences of substance abuse, and to support and assist organizations involved in substance abuse treatment prevention and educational programming.	Suite 300 75 Albert St. Ottawa ON K1P 5E7 (613) 235-4048	*Canadian Centre on Substance Abuse Act*, 1988	McIntyre & McLarty	6/9

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members

Minister of Health (continued)

Canadian Coordinating Office for Health Technology Assessment

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
To encourage the appropriate use of health technology by influencing decision makers through the collection, analysis, creation and dissemination of information concerning the effectiveness and cost of technology and its impact on health. Aim to facilitate information exchange, resource pooling and the coordination of priorities for health technology assessments.	110-955 Green Valley Cres. Ottawa ON K2C 3V4 (613) 226-2553	*Canada Corporations Act*, 1980	McCay Duff & Company	1/4

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Canadian Health Infoway Inc.				
a) to accelerate the development and adoption of modern systems of health information and communication technologies; b) to define and promote standards governing shared data to ensure the compatibility of health information networks; c) without limiting the foregoing, in the pursuance of those objects set out in (a) and (b): to support the adoption of such standards for health information and compatible communications technologies for the health sector in Canada; to enter into collaborative arrangements as required with the governments of Canada, the provinces and territories, corporations, not-for-profit organizations and other persons for the development and adoption of the standards and technologies; to incorporate standards that protect personal privacy and confidentiality of individual records, and security of health information; and to undertake its work in both official languages of Canada.	Suite 2500 1155 René-Levesque Blvd. W Montréal QC H3B 2K4 1 888 868-0550	Note: Infoway was incorporated under the *Canada Corporations Act*, Part II, in January 2001 *Canada Health Care, Early Childhood Development and Other Social Services Funding Act 2000*, C.35 This is the authority for the transfer of the initial $500 million. An additional $600 million is being provided subject to an enactment of Parliament of Canada out of 2002-03 fiscal year funds.	KPMG	2/11

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Canadian Health Services Research Foundation				
To sponsor and promote applied health systems research, to enhance its quality and relevance, and to facilitate its use in evidence-based decision making by policy makers and health systems managers.	Suite 301 11 Holland Ave. Ottawa ON K1Y 4S1 (613) 728-2238	*Canada Corporations Act*, 1997	Ernst & Young LLP	3/12
Canadian Institute for Health Information				
To serve as the national mechanism to coordinate the development and maintenance of a comprehensive and integrated health information system in Canada; to coordinate the provision of accurate and timely information required for: (i) the establishment of sound health policy, (ii) the effective management of the Canadian health system, and (iii) generating public awareness about factors affecting good health.	Suite 200 377 Dalhousie St. Ottawa ON K1N 9N8 (613) 241-7860	*Canada Corporations Act*, 1995	Price Waterhouse (1997)	1/15
PARTICIPaction				
To inform Canadians about the positive benefits of physical fitness and to motivate them to adopt healthy, physically active lifestyles. To promote fitness through participation in sport and physical recreation.	Suite 220 40 Dundas St. W Toronto ON M5G 2C2 (416) 977-7467	*Canada Corporations Act*, 1971	KPMG Peat Marwick Thorne	1/20

SHARED-GOVERNANCE CORPORATIONS

Minister of Health (continued)

Terry Fox Humanitarian Award Inc.

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
To encourage Canadian youth to seek high ideals as represented by Terry Fox by granting commemorative scholarships for the pursuit of higher education; to establish, maintain and manage an endowment fund.	c/o Simon Fraser University Burnaby BC V5A 1S6 (604) 291-3057	*Canada Corporations Act*, 1980	Ouseley Hanvey Clipsham Deep LLP	3/12

Minister of Human Resources Development and Minister of Finance

Canada Millennium Scholarship Foundation

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
To grant scholarships to students who are in financial need and who demonstrate merit, in order to improve access to post-secondary education so that Canadians can acquire the knowledge and skills needed to participate in a changing economy and society.	Suite 800 1000 Sherbrooke St. W Montréal QC H3A 3R2	*Budget Implementation Act*, 1998	Ernst & Young LLP	6/15

Minister of Indian Affairs and Northern Development

Northern Native Fishing Corporation

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
To preserve a fleet of fishing vessels and related licences for the long-term benefit of native fishers, and to foster their development as independent business operators.	Site 19, Comp. 45 RR 3 Station Main Kitsum Kalum Reserve Terrace BC V8G 4R6 (250) 638-0986	*British Columbia Companies Act*, 1982	Carlyle Shepherd & Co.	1/7

Minister of Industry

Canada Foundation for Innovation

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
To strengthen Canada's capacity for innovation by investing in research infrastructure at Canadian universities, hospitals, colleges, and not-for-profit institutions.	Suite 450 230 Queen St. Ottawa ON K1P 5E4 (613) 947-6496	*Budget Implementation Act*, 1997	Ernst & Young	7/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry (continued)				
Genome Canada				
To support a national genomic research initiative for the benefit of Canadians.	21st Floor 150 Metcalfe Street Ottawa ON K2P 1P1 (613) 751-4460	No Statutory Authority – Funding agreement, 2000	KPMG	5/16
Minister of Industry and Minister Responsible for Canada Economic Development				
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)				
To foster the entrepreneurial spirit and the creation of businesses among students, graduates and the entire personnel of the UQAC, and to support the development activities of other institutions of higher learning in the region.	555, boul. de l'Université Chicoutimi QC G7H 2B1	*Loi sur les compagnies du Québec*, 1998	Raymond Chabot Grant Thornton	1/11
Corporation Camp Spatial Canada				
To manage the Cosmodome, a complex dedicated to science, museology and tourism.	2150, autoroute des Laurentides Laval QC H7T 2T8	*Canada Corporations Act*, 1991	Samson Bélair Deloitte et Touche	2/15
Fondation du maire de Montréal pour la Jeunesse				
To assist young disadvantaged Montrealers who are contributing to Montréal's economic development by starting their own businesses.	Suite 800 385 Sherbrooke St. E Montréal QC H2X 1E3 (514) 872-8401	*Loi sur les compagnies du Québec*, 1995	Raymond Chabot Grant Thornton	1/20
Fonds commun des SADC du Québec				
Liquidity management through the SADC Network and emergency loans for members.	Bureau 530 979 De Bourgogne Montréal QC G1W 2L4	*Loi sur les compagnies du Québec*, 1999	Lemieux Nolet	1/5

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry and Minister Responsible for Canada Economic Development (continued)				
Fonds de développement-emploi Montréal				
To promote the economic development of Montreal by providing capital funding to small local businesses through a capital investment fund.	Suite 100 5703 Sherbrooke St. E Montréal QC H1N 3M1	*Loi sur les compagnies du Québec*, 1988	Harel Drouin – PKF	1/12
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.				
To promote the economic development of the most disadvantaged areas of Quebec City by providing capital funding to small local businesses through a capital investment fund.	Bureau 190 155, boul. Charest Québec QC G1K 3G6 (418) 525-7771	*Loi sur les compagnies du Québec*, 1996	Le Vérificateur de la Ville de Québec	1/10
Montréal International				
To promote the Greater Montreal area at an international level.	Suite 8000 380 Saint-Antoine St. W Montréal QC H2Y 3X7	*Loi sur les compagnies du Québec*, 1996	Raymond Chabot Grant Thornton	1/27
Quartier International de Montréal				
To consolidate Montreal's role as the major Canadian host to international organizations through the redevelopment of this city district.	Suite 350 393 Saint-Jacques St. Montréal QC H2Y 1N9	*Loi sur les compagnies du Québec*, 1999	Raymond Chabot Grant Thornton	2/10
Société de développement à l'exportation de Longueuil				
Offer export counselling and advice to businesses located on the territory of the new city of Longueuil.	Bureau 100 1000, rue de Sérigny Longueuil QC J4K 5B1 (450) 674-2839	*Loi sur les compagnies du Québec*, Partie III, 1988	Faucher Daviault	2/9

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry and Minister Responsible for Canada Economic Development (continued)				
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.				
To support the launching and development of aquacultural enterprises in the Gaspé Peninsula, Bas-Saint-Laurent, the Îles-de-la-Madeleine and on the North Shore.	PO Box 310 153 de la Reine St. Gaspé QC G4X 1T5	*Loi sur les compagnies du Québec*, 1998	Eric Duguay C.A.	2/12
Société du Havre de Montréal				
Develop a master intervention plan for the Société du Havre de Montréal.	303, Notre-Dame Street East 5th Floor Montréal QC H2Y 3Y8 (514) 872-9345	*Loi sur les compagnies du Québec*, Partie III, 2002	To be appointed	2/15
Minister of Natural Resources				
2003 World Forestry Congress				
Preparation of the XII World Forestry Congress, Quebec City, Canada, September 21-28, 2003.	800 Place d'Youville 18th Floor Québec QC G1R 3P4	*Canada Corporations Act*, 2001	To be appointed	1/5
Canada Foundation for Sustainable Development Technology				
The Foundation will administer the Sustainable Development Technology Fund (SDTF) for the development and demonstration of sustainable technologies, in particular those aimed at solutions to Canada's challenges in climate change and clean air.	Suite 250 230 Queen Street Ottawa ON K1P 5E4	*Canada Foundation for Sustainable Development Technology Act* (assented to 2001)	KPMG	7/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Canada-Newfoundland Offshore Petroleum Board				
To administer the relevant provisions of the *Canada-Newfoundland Atlantic Accord Implementation Act* as enacted by the Parliament of Canada and the Legislature of Newfoundland and Labrador. The Board is funded by equal contributions from both the federal and provincial governments.	TD Place 5th Floor 140 Water St. St. John's NL A1C 6H6 (709) 778-1400	The *Canada-Newfoundland Atlantic Accord Implementation Act*, 1987	Deloitte & Touche	3.5/7[1]
Canada-Nova Scotia Offshore Petroleum Board				
To administer the relevant provisions of the *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act* as enacted by the Parliament of Canada and the Legislature of Nova Scotia. The Board is funded by both the federal and provincial governments with equal contributions.	TD Centre 6th Floor 1791 Barrington St. Halifax NS B3N 3K9 (902) 422-5588	The *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act*, 1988	Deloitte & Touche	2.5/5[1]
Canada's Climate Change Voluntary Challenge and Registry				
To provide the means for promoting and recognizing the effectiveness of the voluntary approach in addressing Canada's climate change objectives.	Suite 600 170 Laurier Ave. W Ottawa ON K1P 5V5 (613) 565-5151	*Canada Corporations Act*, 1997	McCay Duff & Co.	2/18

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[1] The Chairman is appointed jointly by the Federal Government and the Provincial Government.

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Canadian Energy Research Institute				
To undertake independent, high quality economic research on energy and related environmental issues and policies in order to assist Canadian business and government organizations.	#150 3512-33 St. NW Calgary AB T2L 2A6 (403) 282-1231	*Alberta Societies Act*, 1996 *Canada Corporations Act*, 1998	Joe Benaschak, CA	6/26
Forest Engineering Research Institute of Canada				
To conduct research and development aimed at improving the efficiency of operations relating to the harvesting and transportation of wood and to improving the equipment used for silvicultural and private woodlots forestry of Canada.	580 Saint-Jean Blvd. Pointe-Claire QC H9R 3J9 (514) 694-1140	*Canada Corporations Act*, 1976	Samson Bélair Deloitte & Touche	3/21
Forintek Canada Corporation				
To be the leading force in the technological advancement of the Canadian wood products industry, through creation and implementation of innovative concepts, processes, products, and education programs.	University of British Columbia 2665 East Mall Vancouver BC V6T 1W5 (604) 224-3221	*Canada Corporations Act*, 1979	Coopers & Lybrand	2/26
Maritime Forestry Complex Corporation				
To establish a Maritime Provinces Regional Forestry Complex.	Hugh John Flemming Forestry Centre 1350 Regent St. Fredericton NB E3C 2G6 (506) 452-6950	*Maritime Forestry Complex Corporations Act*, New Brunswick, 1980	Deloitte & Touche	3/10

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Petroleum Technology Research Centre Inc.				
To initiate and support research and development projects aimed at enhancing the production and recovery of Canadian petroleum resources.	6 Research Drive Regina SK S4S 7J7	*Canada Companies Act*, 1998	Mintz & Wallace	1/12
Pulp and Paper Research Institute of Canada				
To enhance the technical competitiveness of its member companies through activities that support and supplement their own research and technical efforts.	570 Saint-Jean Blvd. Pointe-Claire QC H9R 3J9 (514) 630-4100	*Canada Companies Act*, 1950	Samson Bélair Deloitte & Touche	2/22
Tree Canada Foundation				
To promote public awareness and education regarding Canada's forests, to provide leadership and community action in building the conservation ethic in Canada and in co-ordinating actions and soliciting cooperation and funding, in support of urban and rural tree planting.	Suite 1550 220 Laurier Ave. W Ottawa ON K1P 5Z9 (613) 567-5545	*Canada Corporations Act*, 1991	KPMG Peat Marwick Thorne	5/11
Minister of Public Works and Government Services and Minister responsible for the Canadian Wheat Board				
Canadian Wheat Board, The				
The Canadian Wheat Board is incorporated with the object of marketing, in interprovincial and export trade, wheat and barley grown in Canada.	423 Main Street PO Box 816, Station Main Winnipeg MB R3C 2P5 (204) 983-0239	*Canadian Wheat Board Act*, 1935 and amendments to the *Canadian Wheat Board Act*, 1998	Deloitte & Touche	5/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Public Works and Government Services and Minister responsible for the Canadian Wheat Board (continued)				
Milit-Air Inc.				
The object of Milit-Air Inc. is to engage in activities in support of the training of Canadian and foreign military pilots in Canada in a safe, secure, efficient and cost effective manner as such activities are contemplated by the program called "NATO Flying Training in Canada".	Edmonton AB	*Canada Corporation Act*, Part II, 1998	KPMG	1/5
Minister of Transport				
Buffalo and Fort Erie Public Bridge Authority				
To construct, maintain and operate the Peace Bridge between Buffalo, New York and Fort Erie, Ontario.	Suite 232 10 Queen St. Fort Erie ON L2A 6M4 (905) 871-1608	*An Act respecting the Buffalo and Fort Erie Public Bridge Company*, 1934	Ernst & Young	5/10
NAV CANADA				
To acquire, own, manage, operate and develop the Canadian civil air navigation system in a safe, secure, efficient and cost-effective manner.	77 Metcalfe St. Ottawa ON K1P 5L6	*Canada Corporations Act*, Part II, 1996 *Civil Air Navigation Services Commercialization Act*, 1996	KPMG	3/15
Oshawa Harbour Commission				
To manage and control the harbour and the works and property therein under its jurisdiction. To develop the port and act as a catalyst in the utilization of port facilities in furthering trade nationally and internationally.	1050 Farewell St. Oshawa ON L1H 6N6 (905) 576-0400	*Harbour Commissions Act*, 1985	Deloitte & Touche	2/3

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
Saint John Harbour Bridge Authority				
To construct a bridge across the Harbour of Saint John, to enter into agreements respecting the financing, construction and financial operation of the bridge, and to collect tolls and other charges for the operation and maintenance of the bridge.	PO Box 3728 Station B West Saint John NB E2M 5C1 (506) 635-1320	An Act to establish a Harbour Bridge Authority in the City of Saint John, 1962	Deloitte & Touche	1/7
St. Lawrence Seaway Management Corporation				
To manage and operate the St. Lawrence Seaway pursuant to a management agreement entered into between the St. Lawrence Seaway Management Corporation and Her Majesty the Queen.	202 Pitt St. Cornwall ON K6J 3P7	*Canada Corporations Act*, Part II, 1998	Deloitte & Touche	1/9
CANADA PORT AUTHORITIES				
To manage the marine infrastructure and services in a commercial manner that encourages, and takes into account, input from users and the community in which the port is located.				
Belledune Port Authority	112 Shannon Drive Belledune NB E8G 2W1	*Canada Marine Act*, 2000	Grant Thornton	5/7
Fraser River Port Authority	500-713 Columbia St. New Westminster BC V3M 1B2	*Canada Marine Act*, 1999	Grant Thornton	5/7
Halifax Port Authority	Pier 19 1215 Marginal Rd. PO Box 336 Halifax NS B3J 2P6	*Canada Marine Act*, 1999	Grant Thornton	5/7
Hamilton Port Authority	605 James St. N Hamilton ON L8L 1K1 (905) 525-4330	*Canada Marine Act*, 2001	Price Waterhouse Coopers	5/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADA PORT AUTHORITIES (continued)				
Montreal Port Authority	Port of Montréal Building, Wing #1 Cité du Havre Montréal QC H3C 3R5	*Canada Marine Act*, 1999	Samson Bélair Deloitte & Touche	5/7
Nanaimo Port Authority	104 Front St. PO Box 131 Nanaimo BC V9R 5K4	*Canada Marine Act*, 1999	Bestwick & Partners	5/7
North Fraser Port Authority	7911 Grauer Road Richmond BC V7B 1N4	*Canada Marine Act*, 1999	BDO Dunwoody	5/7
Port Alberni Port Authority	2750 Harbour Road Port Alberni BC V9Y 7X2	*Canada Marine Act*, 1999	Hill Lacoursière & Mollon	5/7
Prince Rupert Port Authority	200-215 CowBay Road Prince Rupert BC V8J 1A2	*Canada Marine Act*, 1999	KPMG	5/7
Quebec Port Authority	150, rue Dalhousie CP 2268 Québec QC G1K 7P7	*Canada Marine Act*, 1999	Mallette	5/7
Saguenay Port Authority	6600, chemin du Terminal Ville de La Baie QC G7B 3N9	*Canada Marine Act*, 1999	Samson Bélair Deloitte & Touche	5/7
Saint John Port Authority	5th Floor 133 Prince William St. Saint John NB E2L 2B5	*Canada Marine Act*, 1999	Ernst & Young	5/7
Sept-Îles Port Authority	1, quai Mgr-Blanche Sept-Îles QC G4R 5P3	*Canada Marine Act*, 1999	Mallette Maheu	5/7
St. John's Port Authority	1 Water St. PO Box 6178 St. John's NL A1C 5X8	*Canada Marine Act*, 1999	Grant Thornton	5/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADA PORT AUTHORITIES ***(continued)***				
Thunder Bay Port Authority	100 Main St. Thunder Bay ON P7B 6R9	*Canada Marine Act*, 1999	BDO Dunwoody	5/7
Toronto Port Authority	60 Harbour St. Toronto ON M5J 1B7	*Canada Marine Act*, 1999	Deloitte & Touche	5/7
Trois-Rivières Port Authority	Bureau 300 1545, rue du Fleuve Trois-Rivières QC G9A 5K2	*Canada Marine Act*, 1999	Morin Cadieux Matteau Normand	5/7
Vancouver Port Authority	1900-200 Granville St. Vancouver BC V6C 2P9	*Canada Marine Act*, 1999	KPMG	6/9
Windsor Port Authority	502-251 Goyeau St. Windsor ON N9A 6V2	*Canada Marine Act*, 1999	Collins Barrow	5/7

CANADIAN AIRPORT AUTHORITIES

The mandate of a Canadian Airport Authority is to manage, operate and develop the airport(s) for which it is responsible in a safe, secure, efficient, cost effective and financially viable manner with reasonable airport user charges and equitable access to all air carriers; to undertake and promote the development of the airport lands for which it is responsible for uses compatible with air transportation activities; and to expand transportation facilities and generate economic activity in ways that are compatible with air transportation activities. The date of the official transfer of operational, managerial and developmental control of the airport(s) concerned from Transport Canada to the Airport Authority generally occurs one or more years after the year in which the Authority was incorporated.

Aéroport de Québec Inc.	Aéroport international Jean-Lesage Local 203 6^e Ave 500, rue Principale Sainte-Foy QC G2G 2T9	*Canada Corporations Act*, Part II, 1996	Price Waterhouse Coopers	2/15
Aéroports de Montréal	1100, boul. René-Levesque Ouest Montréal QC H3B 4X8	*Canada Corporations Act*, Part II, 1989	Price Waterhouse Coopers	2/14

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES				
Calgary Airport Authority	Calgary International Airport 2000 Airport Rd. NE Calgary AB T2E 6W5	*Regional Airports Authority Act* (Alberta), 1990	Price Waterhouse Coopers LLP	2/17
Charlottetown Airport Authority Inc.	Suite 132 250 Maple Hills Ave. Charlottetown PE C1C 1N2	*Canada Corporations Act*, Part II, 1996	Grant Thornton	2/11
Edmonton Regional Airports Authority	PO Box 9860 Edmonton AB T5J 2T2	*Regional Airports Authority Act* (Alberta), 1990	KPMG	2/15
Gander International Airport Authority Inc.	PO Box 392 Gander NL A1V 1W8	*Canada Corporations Act*, Part II, 1996	Walters Hoffe	2/15
Greater Fredericton Airports Authority Inc.	Unit 22 2570 Highway 102 Lincoln NB E3B 9G1	*Canada Corporations Act*, Part II, 1996	Thornton McCain	2/15
Greater London International Airport Authority	1750 Grumlin Road London ON N5V 3B6	*Canada Corporations Act*, Part II, 1995	Ernst & Young	2/15
Greater Moncton Airport Authority Inc.	Unit 12 1575 Champlain St. Dieppe NB E1A 7P5	*Canada Corporations Act*, Part II, 1995	Grant Thornton	2/15
Greater Toronto Airports Authority	3111Convair Drive PO Box 6031 Toronto AMF ON L5P 1B2	*Canada Corporations Act*, Part II, 1993	Deloitte & Touche	2/15
Halifax International Airport Authority	PO Box 40 Elmsdale NS B0N 1M0	*Canada Corporations Act*, Part II, 1995	Ernst & Young LLP	2/15
Ottawa Macdonald-Cartier International Airport Authority	50 Airport Rd. Gloucester ON K1V 9B4	*Canada Corporations Act*, Part II, 1995	Deloitte & Touche	2/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES (continued)				
Regina Airport Authority	1-5201 Regina Ave. Regina SK S4W 1B3	*Canada Corporations Act*, Part II, 1997	Ernst & Young	2/15
Saint John Airport Inc.	4180 Loch Lomond Road Saint John NB E2N 1L7	Incorporated provincially, 1997	Price Waterhouse Coopers	2/11
Saskatoon Airport Authority	Suite 1 2625 Airport Drive Saskatoon SK S7L 7L1	*Canada Corporations Act*, Part II, 1995	Deloitte & Touche	2/15
St. John's International Airport Authority	Unit 301 38 Pearson St. St. John's NL A1A 3R1	*Canada Corporations Act*, Part II, 1996	KPMG	2/15
Thunder Bay International Airports Authority Inc.	340-100 Princess St. Thunder Bay ON P7E 6S2	*Canada Corporations Act*, Part II, 1995	Ernst & Young	2/9
Vancouver International Airport Authority	PO Box 23750 Airport Postal Outlet Richmond BC V7B 1Y7	*Canada Corporations Act*, Part II, 1990	KPMG	2/15
Victoria Airport Authority	1640 Electra Blvd. PO Box 201 Sidney BC V8L 5V4	*Canada Corporations Act*, Part II, 1995	KPMG	2/15
Winnipeg Airports Authority Inc.	Admin. Bldg. Suite 249 2000 Wellington Ave. Winnipeg MB R3H 1C2	*Canada Corporations Act*, Part II, 1993	KPMG	2/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Veterans Affairs				
Last Post Fund				
To ensure the provision of a dignified funeral and burial to eligible war veterans.	Suite 401 505 René Lévesque Blvd. Montréal QC H2Z 1Y7 (514) 866-2727	Federal Charter, 1921	Consulting and Audit Canada	1/12
Prime Minister				
Nature Trust of British Columbia, The				
To purchase and preserve ecologically important parcels of land in B.C.	260-1000 Roosevelt Crescent North Vancouver BC V7P 1M3 (604) 924-9771	*Canada Corporations Act*, 1971	KPMG	1/11
Vanier Institute of the Family, The				
To promote the spiritual and material well-being of Canadian families and to study their social, physical, mental, moral and financial environment and characteristics.	94 Centrepointe Drive Nepean ON K2G 6B1 (613) 228-8500	*Canada Business Corporations Act*, 1965	McCay Duff & Company	2/18

BANKRUPTCY AND INSOLVENCY ACT

The Superintendent of Bankruptcy has received shares in the following corporations from the trustee pursuant to the *Bankruptcy and Insolvency Act*:

1. 574994 British Columbia Ltd.
2. Amertek Inc.
3. Autoskill International Inc.
4. Bugaboos Eyewear Corporation
5. Cade Struktur Corporation
6. Canadian Manoir
7. Canplats Resources Corporation
8. Carvern International
9. Consolidated Stone Industries Inc.
10. Cosem Neurostim Ltée
11. Data Trax Systems Ltd.
12. Dynasty Motocar Corporation
13. Ebdental Inc.
14. Goldenhill Cattle Company Ltd.
15. Groupe Immobilier Grilli Inc.
16. International Pursuit Corporation
17. InterUnion Financial Corporation
18. Kenloch Distillers Ltd.
19. Les Développements Phénix 1995
20. Les laboratoires Quelab Inc.
21. Madison Partners Limited
22. Omnitech Migration International Inc.
23. Plain Tree Systems Inc.
24. Planet Medica Inc.
25. Process Capital Corporation
26. Sahelian Goldfields Inc.
27. Sitraco Inc.
28. The Vivant Group Inc.
29. Unibex Inc.

LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA

LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA[1] BY MINISTERIAL PORTFOLIO

Name of Corporation	Category
Agriculture and Agri-Food	
Agri-adapt Council Inc.	Shared-governance Corporation
Agricultural Adaptation Council	Shared-governance Corporation
Agriculture and Food Council of Alberta	Shared-governance Corporation
Agri-Food Innovation Fund	Shared-governance Corporation
Agri-Futures Nova Scotia	Shared-governance Corporation
British Columbia Investment Agriculture Foundation (BCIAF)	Shared-governance Corporation
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation
Canadian Dairy Commission	Parent Crown Corporation
Canadian Farm Business Management Council (CFBMC)	Shared-governance Corporation
Canadian International Grains Institute	Shared-governance Corporation
Canadian Livestock Records Corporation	Shared-governance Corporation
Centre de développement du porc du Québec Inc.	Shared-governance Corporation
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation
Farm Credit Canada	Parent Crown Corporation
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.	Shared-governance Corporation
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation
New Brunswick Agricultural Council	Shared-governance Corporation
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation
Nova Scotia Technology Development 2000	Shared-governance Corporation
Ontario Safety Net Research and Development Fund	Shared-governance Corporation
POS Pilot Plant Corporation	Shared-governance Corporation
Prince Edward Island Adapt Council Inc. (PEIAC)	Shared-governance Corporation
Saskatchewan Council for Community Development	Shared-governance Corporation
Territorial Farmers Association NWT	Shared-governance Corporation
Western Grains Research Foundation	Shared-governance Corporation

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[1] Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category
Yukon Agricultural Association	Shared-governance Corporation
Canadian Heritage	
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.	Shared-governance Corporation
2005 Regina Canada Summer Games Host Society	Shared-governance Corporation
2007 Whitehorse Canada Winter Games Host Society Inc.	Shared-governance Corporation
ARTV	Associate of the Canadian Broadcasting Corporation
Association for the Export of Canadian Books	Shared-governance Corporation
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation
Calgary Olympic Development Association	Shared-governance Corporation
Canada Commonwealth Legacy Fund	Shared-governance Corporation
Canada Council for the Arts	Parent Crown Corporation
Canada Games Council	Shared-governance Corporation
Canadian Broadcasting Corporation	Parent Crown Corporation
Canadian Museum of Civilization	Parent Crown Corporation
Canadian Museum of Nature	Parent Crown Corporation
Canadian Race Relations Foundation	Parent Crown Corporation
Canadian Sport Centre – Atlantic	Shared-governance Corporation
Canadian Sport Centre – Calgary	Shared-governance Corporation
Canadian Sport Centre – Greater Victoria	Shared-governance Corporation
Canadian Sport Centre – Manitoba	Shared-governance Corporation
Canadian Sport Centre – Saskatchewan	Shared-governance Corporation
Canadian Sport Centre – Toronto	Shared-governance Corporation
Canadian Television Fund, The	Shared-governance Corporation
Coaching Association of Canada	Shared-governance Corporation
Country Canada	Subsidiary of the Canadian Broadcasting Corporation
Hamilton 2003 World Road Cycling Championships	Shared-governance Corporation
Le Consortium de télévision Québec Canada Inc. (TV5)	Shared-governance Corporation
Look Communications Inc.	Associate of the Canadian Broadcasting Corporation
Master FM Limited	Associate of the Canadian Broadcasting Corporation
National Arts Centre Corporation	Parent Crown Corporation
National Capital Commission	Parent Crown Corporation
National Gallery of Canada	Parent Crown Corporation
National Museum of Science and Technology	Parent Crown Corporation
National Multi-Sport Centre – Montreal	Shared-governance Corporation
PacificSport Canadian Sport Centre – Vancouver	Shared-governance Corporation
Telefilm Canada	Parent Crown Corporation
The Canadian Documentary Channel	Associate of the Canadian Broadcasting Corporation

Name of Corporation	Category
The 3rd IAAF World Youth Athletics Championship – Sherbrooke 2003	Shared-governance Corporation
TV5 Monde	Associate of the Canadian Broadcasting Corporation
Visnews Limited	Associate of the Canadian Broadcasting Corporation
World Anti-Doping Agency	International Organization
Environment	
Canadian Foundation for Climate and Atmospheric Sciences	Shared-governance Corporation
International Lake Memphremagog Levels Board	International Organization
International Lake of the Woods Control Board	International Organization
International Niagara Committee	International Organization
International Porcupine Caribou Management Board	International Organization
North American Commission for Environmental Cooperation – Joint Public Advisory Committee	International Organization
Wildlife Habitat Canada	Shared-governance Corporation
Finance	
Bank of Canada	Parent Crown Corporation
Canada Deposit Insurance Corporation	Parent Crown Corporation
Canada Development Investment Corporation	Parent Crown Corporation
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation
Canada Pension Plan Investment Board	Parent Crown Corporation
CPP Investment Board Private Holdings Inc.	Subsidiary of Canada Pension Plan Investment Board
CPP Investment Board Real Estate Holdings Inc.	Subsidiary of Canada Pension Plan Investment Board
European Bank for Reconstruction and Development	International Organization
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation
International Bank for Reconstruction and Development	International Organization
International Development Association	International Organization
International Finance Corporation	International Organization
International Monetary Fund	International Organization
Multilateral Investment Guarantee Agency	International Organization
Petro-Canada	Mixed Enterprise
Fisheries and Oceans	
Freshwater Fish Marketing Corporation	Parent Crown Corporation
International Fisheries Commissions Pension Society	Shared-governance Corporation
Foreign Affairs	
African Development Bank	International Organization
Asia-Pacific Foundation of Canada	Shared-governance Corporation

Name of Corporation	Category
Asian Development Bank	International Organization
Caribbean Development Bank	International Organization
Inter-American Development Bank	International Organization
International Boundary Commission	International Organization
International Centre for Human Rights and Democratic Development	Shared-governance Corporation
International Development Research Centre	Parent Crown Corporation
Roosevelt Campobello International Park Commission	Shared-governance Corporation
Health	
Canadian Centre on Substance Abuse	Shared-governance Corporation
Canadian Coordinating Office for Health Technology Assessment	Shared-governance Corporation
Canadian Health Infoway Inc.	Shared-governance Corporation
Canadian Health Services Research Foundation	Shared-governance Corporation
Canadian Institute for Health Information	Shared-governance Corporation
PARTICIPaction	Shared-governance Corporation
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation
Human Resources Development / Finance	
Canada Millennium Scholarship Foundation	Shared-governance Corporation
Indian Affairs and Northern Development	
Northern Native Fishing Corporation	Shared-governance Corporation
Industry	
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation
Business Development Bank of Canada	Parent Crown Corporation
Canada Foundation for Innovation	Shared-governance Corporation
Canadian Tourism Commission	Parent Crown Corporation
Cape Breton Growth Fund Corporation	Subsidiary of Enterprise Cape Breton Corporation; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation
Cominco Ltd.	Associate of Business Development Bank of Canada
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation
Enterprise Cape Breton Corporation	Parent Crown Corporation
Genome Canada	Shared-governance Corporation
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation
Jackmen Development Limited	Associate of Enterprise Cape Breton Corporation
Lynnwood Inn Limited	Associate of Enterprise Cape Breton Corporation

Name of Corporation	Category
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation
Standards Council of Canada	Parent Crown Corporation
Industry (Canada Economic Development)	
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation
Corporation Camp Spatial Canada	Shared-governance Corporation
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation
Fonds commun des SADC du Québec	Shared-governance Corporation
Fonds de développement-emploi Montréal	Shared-governance Corporation
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.	Shared-governance Corporation
Montréal International	Shared-governance Corporation
Quartier International de Montréal	Shared-governance Corporation
Société de développement à l'exportation de Longueuil	Shared-governance Corporation
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Shared-governance Corporation
Société du Havre de Montréal	Shared-governance Corporation
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise
Industry (Western Economic Diversification)	
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise
International Trade	
Canadian Commercial Corporation	Parent Crown Corporation
Eximvest Inc.	Subsidiary of Export Development Corporation
Export Development Canada	Parent Crown Corporation
Natural Resources	
2003 World Forestry Congress	Shared-governance Corporation
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited
Atomic Energy of Canada Limited	Parent Crown Corporation
Canada Foundation for Sustainable Development Technology	Shared-governance Corporation
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation
Canada's Climate Change Voluntary Challenge and Registry	Shared-governance Corporation
Canadian Energy Research Institute	Shared-governance Corporation
Cape Breton Development Corporation	Parent Crown Corporation
Forest Engineering Research Institute of Canada	Shared-governance Corporation
Forintek Canada Corporation	Shared-governance Corporation
Lower Churchill Development Corporation Limited	Joint Enterprise
Maritime Forestry Complex Corporation	Shared-governance Corporation

Name of Corporation	Category
Petroleum Technology Research Centre Inc.	Shared-governance Corporation
Pulp and Paper Research Institute of Canada	Shared-governance Corporation
Tree Canada Foundation	Shared-governance Corporation
Prime Minister	
Nature Trust of British Columbia, The	Shared-governance Corporation
Vanier Institute of the Family, The	Shared-governance Corporation
Public Works and Government Services	
Canadian Wheat Board, The	Shared-governance Corporation
Defence Construction (1951) Limited	Parent Crown Corporation
Milit-Air Inc.	Shared-governance Corporation
Transport	
2875039 Canada Limited	Subsidiary of Canada Post Corporation
2875047 Canada Limited	Subsidiary of Canada Post Corporation
3906949 Canada Inc.	Subsidiary of Canada Post Corporation
964102 Ontario Inc.	Subsidiary of Purolator Holdings Ltd.
Aéroport de Montréal	Shared-governance Corporation
Aéroport de Québec Inc.	Shared-governance Corporation
Assured Logistics Inc.	Subsidiary of Progistix-Solutions Inc.
Atlantic Pilotage Authority	Parent Crown Corporation
Belledune Port Authority	Shared-governance Corporation
Blue Water Bridge Authority	Parent Crown Corporation
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation
Calgary Airport Authority	Shared-governance Corporation
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited
Canada Lands Company Limited	Parent Crown Corporation
Canada Mortgage and Housing Corporation	Parent Crown Corporation
Canada Post Corporation	Parent Crown Corporation
Canada Post International Limited	Subsidiary of Canada Post Corporation
Canadian Air Transport Security Authority	Parent Crown Corporation
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.
Charlottetown Airport Authority Inc.	Shared-governance Corporation
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.
Edmonton Regional Airports Authority	Shared-governance Corporation
EPO Holding Inc.	Subsidiary of Canada Post Corporation
EPO Inc.	Subsidiary of EPO Holding Inc.

Name of Corporation	Category
Federal Bridge Corporation Limited, The	Parent Crown Corporation
Fraser River Port Authority	Shared-governance Corporation
Gander International Airport Authority Inc.	Shared-governance Corporation
Great Lakes Pilotage Authority	Parent Crown Corporation
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation
Greater London International Airport Authority	Shared-governance Corporation
Greater Moncton Airport Authority Inc.	Shared-governance Corporation
Greater Toronto Airports Authority	Shared-governance Corporation
Halifax International Airport Authority	Shared-governance Corporation
Halifax Port Authority	Shared-governance Corporation
Hamilton Port Authority	Shared-governance Corporation
Innovapost Inc.	Subsidiary of Canada Post Corporation
Intelcom Courier Canada Inc.	Subsidiary of 3906949 Canada Inc.
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of the Federal Bridge Corporation Limited
Laurentian Pilotage Authority	Parent Crown Corporation
Marine Atlantic Inc.	Parent Crown Corporation
Montreal Port Authority	Shared-governance Corporation
Nanaimo Port Authority	Shared-governance Corporation
NAV CANADA	Shared-governance Corporation
Nieuwe Post Nederlandse Antillen N.V.	Subsidiary of Canada Post International Limited
North Fraser Port Authority	Shared-governance Corporation
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act.*
Oshawa Harbour Commission	Shared-governance Corporation
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation
Pacific Pilotage Authority	Parent Crown Corporation
Parc Downsview Park Inc.	Subsidiary of Canada Lands Company Limited
Port Alberni Port Authority	Shared-governance Corporation
Prince Rupert Port Authority	Shared-governance Corporation
Progistix-Solutions Inc.	Subsidiary of 3906949 Canada Inc.
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Ltd.
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.

Name of Corporation	Category
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.
Purolator Holdings Ltd.	Associate of Canada Post Corporation; subsidiary of 2875039 Canada Limited
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.
Purolator Trade Solutions Ltd.	Subsidiary of Purolator Courier Ltd.
Quebec Port Authority	Shared-governance Corporation
Queens Quay West Land Corporation	Parent Crown Corporation
RCMH-MRCF Inc.	Subsidiary of Royal Canadian Mint
Regina Airport Authority	Shared-governance Corporation
Ridley Terminals Inc.	Parent Crown Corporation
Royal Canadian Mint	Parent Crown Corporation
Saguenay Port Authority	Shared-governance Corporation
Saint John Airport Inc.	Shared-governance Corporation
Saint John Harbour Bridge Authority	Shared-governance Corporation
Saint John Port Authority	Shared-governance Corporation
Saskatoon Airport Authority	Shared-governance Corporation
Seaway International Bridge Corporation, Ltd., The	Subsidiary of the Federal Bridge Corporation Limited
Sept-Îles Port Authority	Shared-governance Corporation
St. John's International Airport Authority	Shared-governance Corporation
St. John's Port Authority	Shared-governance Corporation
St. Lawrence Seaway Management Corporation	Shared-governance Corporation
St. Mary's River Bridge Company	Subsidiary of the Federal Bridge Corporation Limited
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.
TGM Specialty Services Inc.	Affiliate of RCMH-MRCF Inc.
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation
Thunder Bay Port Authority	Shared-governance Corporation
Toronto Port Authority	Shared-governance Corporation
Trois-Rivières Port Authority	Shared-governance Corporation
Vancouver International Airport Authority	Shared-governance Corporation
Vancouver Port Authority	Shared-governance Corporation
VIA Rail Canada Inc.	Parent Crown Corporation
Victoria Airport Authority	Shared-governance Corporation
Windsor Port Authority	Shared-governance Corporation
Winnipeg Airports Authority Inc.	Shared-governance Corporation
Treasury Board (President of the)	
Public Sector Pension Investment Board	Parent Crown Corporation
Veterans Affairs	
Commonwealth War Graves Commission	International Organization
Last Post Fund	Shared-governance Corporation

ALPHABETICAL LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA[1]

Name of Corporation	Category	Ministerial Portfolio
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.	Shared-governance Corporation	Canadian Heritage
2003 World Forestry Congress	Shared-governance Corporation	Natural Resources
2005 Regina Canada Summer Games Host Society	Shared-governance Corporation	Canadian Heritage
2007 Whitehorse Canada Winter Games Host Society Inc.	Shared-governance Corporation	Canadian Heritage
2875039 Canada Limited	Subsidiary of Canada Post Corporation	Transport
2875047 Canada Limited	Subsidiary of Canada Post Corporation	Transport
3906949 Canada Inc.	Subsidiary of Canada Post Corporation	Transport
964102 Ontario Inc.	Subsidiary of Purolator Holdings Ltd.	Transport
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
Aéroport de Montréal	Shared-governance Corporation	Transport
Aéroport de Québec Inc.	Shared-governance Corporation	Transport
African Development Bank	International Organization	Foreign Affairs
Agri-adapt Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Agricultural Adaptation Council	Shared-governance Corporation	Agriculture and Agri-Food
Agriculture and Food Council of Alberta	Shared-governance Corporation	Agriculture and Agri-Food
Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Agri-Futures Nova Scotia	Shared-governance Corporation	Agriculture and Agri-Food
ARTV	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Asia-Pacific Foundation of Canada	Shared-governance Corporation	Foreign Affairs
Asian Development Bank	International Organization	Foreign Affairs
Association for the Export of Canadian Books	Shared-governance Corporation	Canadian Heritage

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[1] Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category	Ministerial Portfolio
Assured Logistics Inc.	Subsidiary of Progistix-Solutions Inc.	Transport
Atlantic Pilotage Authority	Parent Crown Corporation	Transport
Atomic Energy of Canada Limited	Parent Crown Corporation	Natural Resources
Bank of Canada	Parent Crown Corporation	Finance
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation	Industry
Belledune Port Authority	Shared-governance Corporation	Transport
Blue Water Bridge Authority	Parent Crown Corporation	Transport
British Columbia Investment Agriculture Foundation (BCIAF)	Shared-governance Corporation	Agriculture and Agri-Food
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation	Transport
Business Development Bank of Canada	Parent Crown Corporation	Industry
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Calgary Airport Authority	Shared-governance Corporation	Transport
Calgary Olympic Development Association	Shared-governance Corporation	Canadian Heritage
Canada Commonwealth Legacy Fund	Shared-governance Corporation	Canadian Heritage
Canada Council for the Arts	Parent Crown Corporation	Canadian Heritage
Canada Deposit Insurance Corporation	Parent Crown Corporation	Finance
Canada Development Investment Corporation	Parent Crown Corporation	Finance
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation	Finance
Canada Foundation for Innovation	Shared-governance Corporation	Industry
Canada Foundation for Sustainable Development Technology	Shared-governance Corporation	Natural Resources
Canada Games Council	Shared-governance Corporation	Canadian Heritage
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation	Finance
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited	Transport
Canada Lands Company Limited	Parent Crown Corporation	Transport
Canada Millennium Scholarship Foundation	Shared-governance Corporation	Human Resources Development / Finance
Canada Mortgage and Housing Corporation	Parent Crown Corporation	Transport
Canada Pension Plan Investment Board	Parent Crown Corporation	Finance
Canada Post Corporation	Parent Crown Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
Canada Post International Limited	Subsidiary of Canada Post Corporation	Transport
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada's Climate Change Voluntary Challenge and Registry	Shared-governance Corporation	Natural Resources
Canadian Air Transport Security Authority	Parent Crown Corporation	Transport
Canadian Broadcasting Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Centre on Substance Abuse	Shared-governance Corporation	Health
Canadian Commercial Corporation	Parent Crown Corporation	International Trade
Canadian Coordinating Office for Health Technology Assessment	Shared-governance Corporation	Health
Canadian Dairy Commission	Parent Crown Corporation	Agriculture and Agri-Food
Canadian Energy Research Institute	Shared-governance Corporation	Natural Resources
Canadian Farm Business Management Council (CFBMC)	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Foundation for Climate and Atmospheric Sciences	Shared-governance Corporation	Environment
Canadian Health Infoway Inc.	Shared-governance Corporation	Health
Canadian Health Services Research Foundation	Shared-governance Corporation	Health
Canadian Institute for Health Information	Shared-governance Corporation	Health
Canadian International Grains Institute	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Livestock Records Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Museum of Civilization	Parent Crown Corporation	Canadian Heritage
Canadian Museum of Nature	Parent Crown Corporation	Canadian Heritage

Name of Corporation	Category	Ministerial Portfolio
Canadian Race Relations Foundation	Parent Crown Corporation	Canadian Heritage
Canadian Sport Centre – Atlantic	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Calgary	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Greater Victoria	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Manitoba	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Saskatchewan	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Toronto	Shared-governance Corporation	Canadian Heritage
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.	Transport
Canadian Television Fund, The	Shared-governance Corporation	Canadian Heritage
Canadian Tourism Commission	Parent Crown Corporation	Industry
Canadian Wheat Board, The	Shared-governance Corporation	Public Works and Government Services
Cape Breton Development Corporation	Parent Crown Corporation	Natural Resources
Cape Breton Growth Fund Corporation	Subsidiary of Enterprise Cape Breton Corporation; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*.	Industry
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Caribbean Development Bank	International Organization	Foreign Affairs
Centre de développement du porc du Québec Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation	Industry (Canada Economic Development)
Charlottetown Airport Authority Inc.	Shared-governance Corporation	Transport
Coaching Association of Canada	Shared-governance Corporation	Canadian Heritage
Cominco Ltd.	Associate of Business Development Bank of Canada	Industry
Commonwealth War Graves Commission	International Organization	Veterans Affairs
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation	Transport
Corporation Camp Spatial Canada	Shared-governance Corporation	Industry (Canada Economic Development)

Name of Corporation	Category	Ministerial Portfolio
Country Canada	Subsidiary of the Canadian Broadcasting Corporation	Canadian Heritage
CPP Investment Board Private Holdings Inc.	Subsidiary of Canada Pension Plan Investment Board	Finance
CPP Investment Board Real Estate Holdings Inc.	Subsidiary of Canada Pension Plan Investment Board	Finance
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Defence Construction (1951) Limited	Parent Crown Corporation	Public Works and Government Services
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.	Transport
Edmonton Regional Airports Authority	Shared-governance Corporation	Transport
Enterprise Cape Breton Corporation	Parent Crown Corporation	Industry
EPO Holding Inc.	Subsidiary of Canada Post Corporation	Transport
EPO Inc.	Subsidiary of EPO Holding Inc.	Transport
European Bank for Reconstruction and Development	International Organization	Finance
Exinvest Inc.	Subsidiary of Export Development Corporation	International Trade
Export Development Canada	Parent Crown Corporation	International Trade
Farm Credit Canada	Parent Crown Corporation	Agriculture and Agri-Food
Federal Bridge Corporation Limited, The	Parent Crown Corporation	Transport
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds commun des SADC du Québec	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds de développement-emploi Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.	Shared-governance Corporation	Agriculture and Agri-Food
Forest Engineering Research Institute of Canada	Shared-governance Corporation	Natural Resources
Forintek Canada Corporation	Shared-governance Corporation	Natural Resources
Fraser River Port Authority	Shared-governance Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
Freshwater Fish Marketing Corporation	Parent Crown Corporation	Fisheries and Oceans
Gander International Airport Authority Inc.	Shared-governance Corporation	Transport
Genome Canada	Shared-governance Corporation	Industry
Great Lakes Pilotage Authority	Parent Crown Corporation	Transport
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation	Transport
Greater London International Airport Authority	Shared-governance Corporation	Transport
Greater Moncton Airport Authority Inc.	Shared-governance Corporation	Transport
Greater Toronto Airports Authority	Shared-governance Corporation	Transport
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Halifax International Airport Authority	Shared-governance Corporation	Transport
Halifax Port Authority	Shared-governance Corporation	Transport
Hamilton 2003 World Road Cycling Championships	Shared-governance Corporation	Canadian Heritage
Hamilton Port Authority	Shared-governance Corporation	Transport
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation	Finance
Innovapost Inc.	Subsidiary of Canada Post Corporation	Transport
Intelcom Courier Canada Inc.	Subsidiary of 3906949 Canada Inc.	Transport
Inter-American Development Bank	International Organization	Foreign Affairs
International Bank for Reconstruction and Development	International Organization	Finance
International Boundary Commission	International Organization	Foreign Affairs
International Centre for Human Rights and Democratic Development	Shared-governance Corporation	Foreign Affairs
International Development Association	International Organization	Finance
International Development Research Centre	Parent Crown Corporation	Foreign Affairs
International Finance Corporation	International Organization	Finance
International Fisheries Commissions Pension Society	Shared-governance Corporation	Fisheries and Oceans
International Lake Memphremagog Levels Board	International Organization	Environment
International Lake of the Woods Control Board	International Organization	Environment
International Monetary Fund	International Organization	Finance
International Niagara Committee	International Organization	Environment

Name of Corporation	Category	Ministerial Portfolio
International Porcupine Caribou Management Board	International Organization	Environment
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	Transport
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	Transport
Jackmen Development Limited	Associate of Enterprise Cape Breton Corporation	Industry
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Last Post Fund	Shared-governance Corporation	Veterans Affairs
Laurentian Pilotage Authority	Parent Crown Corporation	Transport
Le Consortium de télévision Québec Canada Inc. (TV5)	Shared-governance Corporation	Canadian Heritage
Look Communications Inc.	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Lower Churchill Development Corporation Limited	Joint Enterprise	Natural Resources
Lynnwood Inn Limited	Associate of Enterprise Cape Breton Corporation	Industry
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation	Agriculture and Agri-Food
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Marine Atlantic Inc.	Parent Crown Corporation	Transport
Maritime Forestry Complex Corporation	Shared-governance Corporation	Natural Resources
Master FM Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Milit-Air Inc.	Shared-governance Corporation	Public Works and Government Services
Montréal International	Shared-governance Corporation	Industry (Canada Economic Development)
Montreal Port Authority	Shared-governance Corporation	Transport
Multilateral Investment Guarantee Agency	International Organization	Finance
Nanaimo Port Authority	Shared-governance Corporation	Transport
National Arts Centre Corporation	Parent Crown Corporation	Canadian Heritage
National Capital Commission	Parent Crown Corporation	Canadian Heritage
National Gallery of Canada	Parent Crown Corporation	Canadian Heritage

Name of Corporation	Category	Ministerial Portfolio
National Museum of Science and Technology	Parent Crown Corporation	Canadian Heritage
National Multi-Sport Centre – Montreal	Shared-governance Corporation	Canadian Heritage
Nature Trust of British Columbia, The	Shared-governance Corporation	Prime Minister
NAV CANADA	Shared-governance Corporation	Transport
New Brunswick Agricultural Council	Shared-governance Corporation	Agriculture and Agri-Food
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation	Agriculture and Agri-Food
Nieuwe Post Nederlanse Antillen N.V.	Subsidiary of Canada Post International Limited	Transport
North American Commission for Environmental Cooperation – Joint Public Advisory Committee	International Organization	Environment
North Fraser Port Authority	Shared-governance Corporation	Transport
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise	Industry (Western Economic Diversification)
Northern Native Fishing Corporation	Shared-governance Corporation	Indian Affairs and Northern Development
Nova Scotia Technology Development 2000	Shared-governance Corporation	Agriculture and Agri-Food
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*.	Transport
Ontario Safety Net Research and Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Oshawa Harbour Commission	Shared-governance Corporation	Transport
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation	Transport
Pacific Pilotage Authority	Parent Crown Corporation	Transport
PacificSport Canadian Sport Centre – Vancouver	Shared-governance Corporation	Canadian Heritage
Parc Downsview Park Inc.	Subsidiary of Canada Lands Company Limited	Transport
PARTICIPaction	Shared-governance Corporation	Health
Petro-Canada	Mixed Enterprise	Finance
Petroleum Technology Research Centre Inc.	Shared-governance Corporation	Natural Resources
Port Alberni Port Authority	Shared-governance Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
POS Pilot Plant Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Prince Edward Island Adapt Council Inc. (PEIAC)	Shared-governance Corporation	Agriculture and Agri-Food
Prince Rupert Port Authority	Shared-governance Corporation	Transport
Progistix-Solutions Inc.	Subsidiary of 3906949 Canada Inc.	Transport
Public Sector Pension Investment Board	Parent Crown Corporation	Treasury Board (President of the)
Pulp and Paper Research Institute of Canada	Shared-governance Corporation	Natural Resources
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Ltd.	Transport
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.	Transport
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.	Transport
Purolator Holdings Ltd.	Associate of Canada Post Corporation; subsidiary of 2875039 Canada Limited	Transport
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.	Transport
Purolator Trade Solutions Ltd.	Subsidiary of Purolator Courier Ltd.	Transport
Quartier International de Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Quebec Port Authority	Shared-governance Corporation	Transport
Queens Quay West Land Corporation	Parent Crown Corporation	Transport
RCMH-MRCF Inc.	Subsidiary of Royal Canadian Mint	Transport
Regina Airport Authority	Shared-governance Corporation	Transport
Ridley Terminals Inc.	Parent Crown Corporation	Transport
Roosevelt Campobello International Park Commission	Shared-governance Corporation	Foreign Affairs
Royal Canadian Mint	Parent Crown Corporation	Transport
Saguenay Port Authority	Shared-governance Corporation	Transport
Saint John Airport Inc.	Shared-governance Corporation	Transport
Saint John Harbour Bridge Authority	Shared-governance Corporation	Transport
Saint John Port Authority	Shared-governance Corporation	Transport
Saskatchewan Council for Community Development	Shared-governance Corporation	Agriculture and Agri-Food
Saskatoon Airport Authority	Shared-governance Corporation	Transport
Seaway International Bridge Corporation, Ltd., The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Sept-Îles Port Authority	Shared-governance Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation	Industry
Société de développement à l'exportation de Longueuil	Shared-governance Corporation	Industry (Canada Economic Development)
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Shared-governance Corporation	Industry (Canada Economic Development)
Société du Havre de Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise	Industry (Canada Economic Development)
St. John's International Airport Authority	Shared-governance Corporation	Transport
St. John's Port Authority	Shared-governance Corporation	Transport
St. Lawrence Seaway Management Corporation	Shared-governance Corporation	Transport
St-Mary's River Bridge Company	Subsidiary of the Federal Bridge Corporation Limited	Transport
Standards Council of Canada	Parent Crown Corporation	Industry
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.	Transport
Telefilm Canada	Parent Crown Corporation	Canadian Heritage
Territorial Farmers Association NWT	Shared-governance Corporation	Agriculture and Agri-Food
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation	Health
TGM Specialty Services Inc.	Affiliate of RCMH-MRCF Inc.	Transport
The Canadian Documentary Channel	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
The 3rd IAAF World Youth Athletics Championship – Sherbrooke 2003	Shared-governance Corporation	Canadian Heritage
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation	Transport
Thunder Bay Port Authority	Shared-governance Corporation	Transport
Toronto Port Authority	Shared-governance Corporation	Transport
Tree Canada Foundation	Shared-governance Corporation	Natural Resources
Trois-Rivières Port Authority	Shared-governance Corporation	Transport
TV5 Monde	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Vancouver International Airport Authority	Shared-governance Corporation	Transport
Vancouver Port Authority	Shared-governance Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
Vanier Institute of the Family, The	Shared-governance Corporation	Prime Minister
VIA Rail Canada Inc.	Parent Crown Corporation	Transport
Victoria Airport Authority	Shared-governance Corporation	Transport
Visnews Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Western Grains Research Foundation	Shared-governance Corporation	Agriculture and Agri-Food
Wildlife Habitat Canada	Shared-governance Corporation	Environment
Windsor Port Authority	Shared-governance Corporation	Transport
Winnipeg Airports Authority Inc.	Shared-governance Corporation	Transport
World Anti-Doping Agency	International Organization	Canadian Heritage
Yukon Agricultural Association	Shared-governance Corporation	Agriculture and Agri-Food

TABLING OF REPORTS IN PARLIAMENT

The Importance of Adequate and Timely Information to Parliament

The provision of adequate and timely information to Parliament is a major objective of the control and accountability regime for Crown corporations. A well-functioning accountability framework is based on the premise that Parliament and the government will receive useful information that will allow active judgement of corporate performance.

Corporations report on their performance through the corporate plan summary and the annual report. For each Crown corporation listed in Part I and Part II of Schedule III of the *Financial Administration Act* (FAA), the appropriate minister tables a corporate plan summary, a capital budget summary and an annual report in Parliament. In addition, an operating budget summary is tabled for Crown corporations listed in Part I of Schedule III.

The corporate plan and budget summaries inform Parliament of the strategic priorities and financial position of each Crown corporation. The summaries are based on the approved corporate plan and budgets, and cover the businesses, activities and investments of a corporation and of its wholly owned subsidiaries with respect to its future operations. A corporation's annual report informs Parliament of the corporation's performance relative to the objectives, strategies and activities approved by the government and tabled in the previous corporate plan and budget summaries.

The Deadlines for Tabling in Parliament

The deadlines for tabling, before each House of Parliament, the corporate plan summary, budget summaries and annual report are:

Corporate Plan Summary: 30 sitting days after approval by the Governor in Council of the corporate plan. A summary of an amended corporate plan has the same deadline.

Capital and Operating Budget Summaries: 30 sitting days after Treasury Board approval of the budget. Where the operating and/or capital budgets are incorporated into the corporate plan, the deadlines for the budget summaries are the same as those for the corporate plan summary.

Annual Report: A corporation is to submit, to the appropriate minister, an annual report within three months of its financial year-end. The appropriate minister has 15 sitting days to table the annual report in each House of Parliament. The deadline is calculated from the date on which the appropriate minister acknowledges receipt of the report, when available, or three months following the fiscal year-end of the corporation, whichever is earlier.

These deadlines are based on actual sitting days, not projected sitting days. Since future sitting days cannot be predicted, deadlines falling after July 31, 2003 cannot be calculated.

Documents Tabled in Parliament

As required by subsection 152(1) of the FAA, the following table records the status of Crown corporations' annual reports and summaries of corporate plans and budgets during the period August 1, 2002 to July 31, 2003. The table identifies any document that meets at least one of the two following conditions:

- The document was tabled during the period in review; or
- The document has not been tabled but was due to be tabled before or during the period in review.

Where the deadline falls after July 31, 2003 but the document was tabled during the period in review, the document is considered to have been tabled on time and will not be reported in future years.

Subsection 152(2) of the FAA requires the Auditor General of Canada to include, in her annual report to Parliament, a statement attesting to the accuracy of the information contained in this table. An audit of the information reported in this chapter was performed by the Office of the Auditor General. The Auditor's Report is included as an appendix of the *2003 Report of the Auditor General of Canada.*

Further Information

Information on annual reports and corporate plan and budget summaries may be obtained by contacting the individual corporations. The Corporate Abstracts chapter of this report provides additional information on individual Crown corporations.

TABLING OF REPORTS IN PARLIAMENT BY SCHEDULED PARENT CROWN CORPORATIONS DURING THE YEAR ENDED JULY 31, 2003

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Atlantic Pilotage Authority					
2002	Annual Report	2003-05-06	2003-05-05	2003-05-29	2003-05-06
2003	Capital Budget Summary	2003-03-21	2003-03-19	2003-05-29	2003-03-20
2003	Operating Budget Summary	2003-03-21	2003-03-19	2003-05-29	2003-03-20
2003 to 2007	Corporate Plan Summary	2003-03-21	2003-03-19	2003-05-29	2003-03-20
Atomic Energy of Canada Limited					
1997-98	Capital Budget Summary	1998-03-24	no	1998-05-12	no
1997-98	Operating Budget Summary	1998-03-24	no	1998-05-12	no
2001-02	Annual Report	2002-10-25	2002-10-02	2002-11-05	2002-10-03
2002-03	Capital Budget Summary	2002-11-22	2002-11-04	2002-12-12	2002-11-05
2002-03	Operating Budget Summary	2002-11-22	2002-11-04	2002-12-12	2002-11-05
2002-03 to 2006-07	Corporate Plan Summary	2002-11-22	2002-11-04	2002-12-12	2002-11-05
Blue Water Bridge Authority					
2001-02	Annual Report	2003-01-31	2003-05-16	2003-02-26	2003-05-28
2001-02	Capital Budget Summary	2002-10-25	2002-10-21	2002-12-03	2002-10-22
2001-02	Operating Budget Summary	2002-10-25	2002-10-21	2002-12-03	2002-10-22
2001-02 to 2005-06	Corporate Plan Summary	2002-10-25	2002-10-21	2002-12-03	2002-10-22
2002-03	Capital Budget Summary	2003-06-03	2003-05-16	n/av	2003-05-28
2002-03	Operating Budget Summary	2003-06-03	2003-05-16	n/av	2003-05-28
2002-03 to 2006-07	Corporate Plan Summary	2003-06-03	2003-05-16	n/av	2003-05-28
Business Development Bank of Canada					
2002-03	Capital Budget Summary	2002-11-08	2002-11-08	2002-12-12	2002-11-20
2002-03	Operating Budget Summary	2002-11-08	2002-11-08	2002-12-12	2002-11-20
2002-03 to 2006-07[1]	Corporate Plan Summary	2002-11-08	2002-11-08	2002-12-12	2002-11-20
2003-04	Capital Budget Summary	2003-06-03	2003-06-12	n/av	2003-06-13
2003-04	Operating Budget Summary	2003-06-03	2003-06-12	n/av	2003-06-13
2003-04 to 2007-08	Corporate Plan Summary	2003-06-03	2003-06-12	n/av	2003-06-13
Canada Deposit Insurance Corporation					
2001-02	Annual Report	2002-10-25	2002-10-03	2002-11-05	2002-10-08
2002-03	Annual Report	n/av	2003-07-16	n/av	no
2003-04	Capital Budget Summary	2003-05-12	2003-03-21	2003-06-16	2003-03-25
2003-04	Operating Budget Summary	2003-05-12	2003-03-21	2003-06-16	2003-03-25
2003-04 to 2007-08	Corporate Plan Summary	2003-05-12	2003-03-21	2003-06-16	2003-03-25

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canada Development Investment Corporation					
2002	Annual Report	2003-05-02	2003-04-28	2003-05-29	2003-04-29
2002	Capital Budget Summary	2002-04-11	2002-10-02	2002-05-09	2002-10-03
2002 to 2006	Corporate Plan Summary	2002-04-11	2002-10-02	2002-05-09	2002-10-03
2003	Capital Budget Summary	2003-03-21	2003-03-21	2003-05-29	2003-03-25
2003 to 2007	Corporate Plan Summary	2003-03-21	2003-03-21	2003-05-29	2003-03-25
Canada Lands Company Limited					
2001-02	Annual Report	2002-10-25	2002-10-21	2002-11-05	2002-10-22
2002-03	Capital Budget Summary	2003-06-09	2003-06-05	n/av	2003-06-09
2002-03	Operating Budget Summary	2003-06-09	2003-06-05	n/av	2003-06-09
2002-03 to 2006-07	Corporate Plan Summary	2003-06-09	2003-06-05	n/av	2003-06-09
Canada Mortgage and Housing Corporation					
2002	Annual Report	2003-05-06	2003-04-28	2003-05-29	2003-04-29
2003	Capital Budget Summary	2003-03-21	2003-03-20	2003-05-29	2003-03-25
2003	Operating Budget Summary	2003-03-21	2003-03-20	2003-05-29	2003-03-25
2003 to 2007	Corporate Plan Summary	2003-03-21	2003-03-20	2003-05-29	2003-03-25
Canada Ports Corporation					
1997	Capital Budget Summary Amendment	1997-11-07	no	1997-12-11	no
1997 to 2001	Corporate Plan Summary Amendment	1997-11-07	no	1997-12-11	no
Canada Post Corporation					
2002	Annual Report	2003-05-06	2003-05-02	2003-05-29	no
2003	Capital Budget Summary	2003-03-21	2003-05-02	2003-05-29	2003-05-06
2003	Operating Budget Summary	2003-03-21	2003-05-02	2003-05-29	2003-05-06
2003 to 2007	Corporate Plan Summary	2003-03-21	2003-05-02	2003-05-29	2003-05-06

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canadian Air Transport Security Authority					
2002-03	Capital Budget Summary	2002-12-13	2002-12-12	2003-03-19	2003-02-04
2002-03	Operating Budget Summary	2002-12-13	2002-12-12	2003-03-19	2003-02-04
2002-03 to 2006-07[2]	Corporate Plan Summary	2002-12-13	2002-12-12	2003-03-19	2003-02-04
2002-03	Capital Budget Summary Amendment	2003-06-02	no	n/av	no
2002-03	Operating Budget Summary Amendment	2003-06-02	no	n/av	no
2003-04	Capital Budget Summary	2003-06-03	2003-05-28	n/av	2003-05-29
2003-04	Operating Budget Summary	2003-06-03	2003-05-28	n/av	2003-05-29
2003-04 to 2007-08[3]	Corporate Plan Summary	2003-06-03	2003-05-28	n/av	2003-05-29
Canadian Commercial Corporation					
2001-02	Annual Report	2002-10-25	2002-08-21	2002-11-05	no
2001-02	Capital Budget Summary	2002-03-20	2003-03-19	2002-05-02	2003-03-25
2001-02	Operating Budget Summary	2002-03-20	2003-03-19	2002-05-02	2003-03-25
2001-02 to 2005-06	Corporate Plan Summary	2002-03-20	2003-03-19	2002-05-02	2003-03-25
2002-03	Capital Budget Summary	2002-11-21	2002-10-22	2002-12-12	2002-10-23
2002-03	Operating Budget Summary	2002-11-21	2002-10-22	2002-12-12	2002-10-23
2002-03 to 2006-07[4]	Corporate Plan Summary	2002-11-21	2002-10-22	2002-12-12	2002-10-23
2003-04	Capital Budget Summary	2003-06-09	2003-06-04	n/av	2003-06-05
2003-04	Operating Budget Summary	2003-06-09	2003-06-04	n/av	2003-06-05
2003-04 to 2007-08	Corporate Plan Summary	2003-06-09	2003-06-04	n/av	2003-06-05
Canadian Dairy Commission					
2001-02	Annual Report	2002-11-28	2002-10-28	2002-12-11	2002-10-29
2002-03	Capital Budget Summary	2002-11-22	2002-10-28	2002-12-12	2002-10-29
2002-03	Operating Budget Summary	2002-11-22	2002-10-28	2002-12-12	2002-10-29
2002-03 to 2006-07	Corporate Plan Summary	2002-11-22	2002-10-28	2002-12-12	2002-10-29
Canadian Museum of Civilization					
2001-02	Annual Report	2002-10-25	2002-08-21	2002-11-05	2002-06-13
2003-04	Capital Budget Summary	2003-06-03	2003-05-28	n/av	2003-05-29
2003-04	Operating Budget Summary	2003-06-03	2003-05-28	n/av	2003-05-29
2003-04 to 2007-08[5]	Corporate Plan Summary	2003-06-03	2003-05-28	n/av	2003-05-29

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canadian Museum of Nature					
2001-02	Annual Report	2002-10-25	2002-08-21	2002-11-05	2002-06-13
2003-04	Capital Budget Summary	2003-06-03	2003-05-28	n/av	2003-05-29
2003-04	Operating Budget Summary	2003-06-03	2003-05-28	n/av	2003-05-29
2003-04 to 2007-08	Corporate Plan Summary	2003-06-03	2003-05-28	n/av	2003-05-29
Canadian Tourism Commission					
2002	Annual Report	2003-05-06	2003-05-02	2003-05-29	2003-05-06
2003	Capital Budget Summary	2003-03-21	2003-03-26	2003-05-29	2003-04-01
2003	Operating Budget Summary	2003-03-21	2003-03-26	2003-05-29	2003-04-01
2003 to 2007	Corporate Plan Summary	2003-03-21	2003-03-26	2003-05-29	2003-04-01
Cape Breton Development Corporation					
2001-02	Annual Report	2002-10-25	2002-08-21	2002-11-05	2002-10-03
2002-03	Capital Budget Summary	2002-11-22	2002-08-21	2002-12-12	2002-10-03
2002-03	Operating Budget Summary	2002-11-22	2002-08-21	2002-12-12	2002-10-03
2002-03 to 2005-06	Corporate Plan Summary	2002-11-22	2002-08-21	2002-12-12	2002-10-03
Cape Breton Growth Fund Corporation					
2001-02	Annual Report	2002-10-25	2002-08-21	2002-11-05	2002-06-13
2002-03	Capital Budget Summary	2002-05-24	2003-01-27	2002-10-09	2003-02-04
2002-03	Operating Budget Summary	2002-05-24	2003-01-27	2002-10-09	2003-02-04
2002-03 to 2005-06	Corporate Plan Summary	2002-05-24	2003-01-27	2002-10-09	2003-02-04
2003-04	Operating Budget Summary	2003-06-03	no	n/av	no
2003-04 to 2005-06	Corporate Plan Summary	2003-06-03	no	n/av	no
Defence Construction (1951) Limited					
2001-02	Annual Report	2002-10-25	2002-08-21	2002-11-05	2002-06-13
2003-04	Capital Budget Summary	2003-06-03	2003-06-09	n/av	2003-06-10
2003-04	Operating Budget Summary	2003-06-03	2003-06-09	n/av	2003-06-10
2003-04 to 2007-08	Corporate Plan Summary	2003-06-03	2003-06-09	n/av	2003-06-10

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Enterprise Cape Breton Corporation					
2001-02	Annual Report	2002-10-25	2002-10-07	2002-11-05	2002-10-08
2001-02	Capital Budget Summary	2001-06-01	2003-05-16	2001-09-26	2003-05-28
2001-02	Operating Budget Summary	2001-06-01	2003-05-16	2001-09-26	2003-05-28
2001-02 to 2005-06	Corporate Plan Summary	2001-06-01	2003-05-16	2001-09-26	2003-05-28
2001-02	Capital Budget Summary Amendment	2001-12-03	2003-05-16	2002-02-06	2003-05-28
2001-02	Operating Budget Summary Amendment	2001-12-03	2003-05-16	2002-02-06	2003-05-28
2001-02 to 2005-06	Corporate Plan Summary Amendment	2001-12-03	2003-05-16	2002-02-06	2003-05-28
2002-03	Capital Budget Summary	2002-05-24	2002-08-21	2002-10-09	2002-06-13
2002-03	Operating Budget Summary	2002-05-24	2002-08-21	2002-10-09	2002-06-13
2002-03 to 2006-07	Corporate Plan Summary	2002-05-24	2002-08-21	2002-10-09	2002-06-13
2003-04	Capital Budget Summary	2003-06-03	2003-06-18	n/av	2003-06-19
2003-04	Operating Budget Summary	2003-06-03	2003-06-18	n/av	2003-06-19
2003-04 to 2007-08	Corporate Plan Summary	2003-06-03	2003-06-18	n/av	2003-06-19
Export Development Canada					
2002	Annual Report	2003-05-06	2003-04-09	2003-05-29	2003-04-29
2003	Capital Budget Summary	2003-03-21	2003-03-19	2003-05-29	2003-03-20
2003	Operating Budget Summary	2003-03-21	2003-03-19	2003-05-29	2003-03-20
2003 to 2007	Corporate Plan Summary	2003-03-21	2003-03-19	2003-05-29	2003-03-20
Farm Credit Canada					
2002-03	Annual Report	n/av	2003-06-12	n/av	2003-06-13
2003-04	Capital Budget Summary	2003-05-26	2003-05-13	2003-06-19	2003-05-14
2003-04	Operating Budget Summary	2003-05-26	2003-05-13	2003-06-19	2003-05-14
2003-04 to 2007-08	Corporate Plan Summary	2003-05-26	2003-05-13	2003-06-19	2003-05-14
Federal Bridge Corporation Limited, The					
2001-02	Annual Report	2002-10-25	2002-10-21	2002-11-05	2002-10-22
2002-03	Capital Budget Summary	2002-11-22	2002-11-04	2002-12-12	2002-11-05
2002-03	Operating Budget Summary	2002-11-22	2002-11-04	2002-12-12	2002-11-05
2002-03 to 2006-07	Corporate Plan Summary	2002-11-22	2002-11-04	2002-12-12	2002-11-05
Freshwater Fish Marketing Corporation					
2001-02	Annual Report	2002-10-25	2002-10-10	2002-11-05	2002-10-22
2002-03	Capital Budget Summary	2002-11-01	2002-10-21	2002-12-09	2002-10-22
2002-03	Operating Budget Summary	2002-11-01	2002-10-21	2002-12-09	2002-10-22
2002-03 to 2006-07	Corporate Plan Summary	2002-11-01	2002-10-21	2002-12-09	2002-10-22

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Great Lakes Pilotage Authority					
2002	Annual Report	2003-05-06	2003-05-05	2003-05-29	2003-05-06
2003	Capital Budget Summary	2003-03-21	2003-03-17	2003-05-29	2003-03-19
2003	Operating Budget Summary	2003-03-21	2003-03-17	2003-05-29	2003-03-19
2003 to 2007	Corporate Plan Summary	2003-03-21	2003-03-17	2003-05-29	2003-03-19
Laurentian Pilotage Authority					
2002	Annual Report	2003-05-06	2003-05-05	2003-05-29	2003-05-06
2003	Capital Budget Summary	2003-03-21	2003-03-17	2003-05-29	2003-03-19
2003	Operating Budget Summary	2003-03-21	2003-03-17	2003-05-29	2003-03-19
2003 to 2007[6]	Corporate Plan Summary	2003-03-21	2003-03-17	2003-05-29	2003-03-19
Marine Atlantic Inc.					
2002	Annual Report	2003-05-06	2003-05-05	2003-05-29	2003-05-06
2003	Capital Budget Summary	2003-03-21	2003-03-19	2003-05-29	2003-03-20
2003	Operating Budget Summary	2003-03-21	2003-03-19	2003-05-29	2003-03-20
2003 to 2007[7]	Corporate Plan Summary	2003-03-21	2003-03-19	2003-05-29	2003-03-20
National Capital Commission					
2001-02	Annual Report	2002-10-25	2002-08-21	2002-11-05	2002-06-13
2003-04	Capital Budget Summary	2003-06-03	2003-05-29	n/av	2003-06-03
2003-04	Operating Budget Summary	2003-06-03	2003-05-29	n/av	2003-06-03
2003-04 to 2007-08	Corporate Plan Summary	2003-06-03	2003-05-29	n/av	2003-06-03
National Gallery of Canada					
2001-02	Annual Report	2002-10-25	2002-10-11	2002-11-05	2002-10-22
2003-04	Capital Budget Summary	2003-06-03	2003-05-28	n/av	2003-05-29
2003-04	Operating Budget Summary	2003-06-03	2003-05-28	n/av	2003-05-29
2003-04 to 2007-08	Corporate Plan Summary	2003-06-03	2003-05-28	n/av	2003-05-29
National Museum of Science and Technology					
2001-02	Annual Report	2002-10-25	2002-10-11	2002-11-05	2002-10-22
2003-04	Capital Budget Summary	2003-06-03	2003-05-28	n/av	2003-05-29
2003-04	Operating Budget Summary	2003-06-03	2003-05-28	n/av	2003-05-29
2003-04 to 2007-08	Corporate Plan Summary	2003-06-03	2003-05-28	n/av	2003-05-29
Old Port of Montreal Corporation Inc.					
2001-02	Annual Report	2002-10-25	2002-10-23	2002-11-05	2002-10-24

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Pacific Pilotage Authority					
2002	Annual Report	2003-05-06	2003-05-05	2003-05-29	2003-05-06
2003	Capital Budget Summary	2003-03-21	2003-03-17	2003-05-29	2003-03-19
2003	Operating Budget Summary	2003-03-21	2003-03-17	2003-05-29	2003-03-19
2003 to 2007	Corporate Plan Summary	2003-03-21	2003-03-17	2003-05-29	2003-03-19
Petro-Canada Limited					
2000	Annual Report	2001-05-04	2002-08-21	2001-05-17	2002-06-13
Queens Quay West Land Corporation					
2001-02	Annual Report	2002-10-25	2002-10-21	2002-11-05	2002-10-22
Ridley Terminals Inc.					
2002	Annual Report	2003-05-06	no	2003-05-29	no
2003	Capital Budget Summary	2003-02-21	2003-02-18	2003-05-07	2003-02-25
2003	Operating Budget Summary	2003-02-21	2003-02-18	2003-05-07	2003-02-25
2003 to 2007[8]	Corporate Plan Summary	2003-02-21	2003-02-18	2003-05-07	2003-02-25
Royal Canadian Mint					
2002	Annual Report	2003-05-06	2003-04-30	2003-05-29	2003-05-01
2003	Capital Budget Summary	2003-06-03	2003-06-02	n/av	2003-06-03
2003 to 2007	Corporate Plan Summary	2003-06-03	2003-06-02	n/av	2003-06-03
Standards Council of Canada					
2001-02	Annual Report	2002-10-25	2002-09-30	2002-11-05	2002-10-02
2003-04	Capital Budget Summary	2003-06-03	2003-05-29	n/av	2003-06-03
2003-04	Operating Budget Summary	2003-06-03	2003-05-29	n/av	2003-06-03
2003-04 to 2007-08	Corporate Plan Summary	2003-06-03	2003-05-29	n/av	2003-06-03
VIA Rail Canada Inc.					
2002	Annual Report	2003-04-09	2003-04-02	2003-05-13	2003-04-03
2002	Capital Budget Summary	2002-05-02	2002-05-09	2002-06-06	no
2002	Operating Budget Summary	2002-05-02	2002-05-09	2002-06-06	no
2002 to 2006	Corporate Plan Summary	2002-05-02	2002-05-09	2002-06-06	no
2003	Capital Budget Summary	2003-06-03	2003-05-28	n/av	2003-05-29
2003	Operating Budget Summary	2003-06-03	2003-05-28	n/av	2003-05-29
2003 to 2007	Corporate Plan Summary	2003-06-03	2003-05-28	n/av	2003-05-29

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[1] The Corporate Plan for Business Development Bank of Canada was only approved for the year 2002-03.

[2] The Corporate Plan for Canadian Air Transport Security Authority was only approved for the year 2002-03.

[3] The Corporate Plan for Canadian Air Transport Security Authority was only approved for the year 2003-04.

[4] The Corporate Plan for Canadian Commercial Corporation was only approved for the year 2002-03.

[5] The Corporate Plan for Canadian Museum of Civilization was only approved for the year 2003-04.

[6] The Corporate Plan for Laurentian Pilotage Authority was only approved for the year 2003.

[7] The Corporate Plan for Marine Atlantic Inc. was only approved for the year 2003.

[8] The Corporate Plan for Ridley Terminals Inc. was only approved for the year 2003.

CORPORATE ABSTRACTS BY MINISTERIAL PORTFOLIO

Introduction

The corporate abstract for each parent Crown corporation describes the corporation's mandate and activities. It begins by identifying the key individuals responsible for the corporation, including the appropriate minister, the chairperson of the board of directors, the chief executive officer and the external auditors. Each corporation's contact information is also provided.

This chapter identifies the legislative authority under which the corporation was incorporated and its scheduling under the *Financial Administration Act*. In addition, information is provided on whether or not the corporation is an agent of Her Majesty. A corporation that has agency status enjoys the immunities, privileges and prerogatives that are enjoyed by the Crown and can bind the Crown by its Acts.

Performance information, where presented, is based on the corporation's annual report, and the summary of the corporate plan approved at the beginning of the year under review and tabled in Parliament pursuant to section 125(4) of the *Financial Administration Act*.

Readers wishing to obtain further information about a particular corporation should refer to the corporation's annual report or contact the corporation directly.

AGRICULTURE AND AGRI-FOOD

CANADIAN DAIRY COMMISSION

Appropriate Minister

The Honourable Lyle Vanclief, P.C., M.P.
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Chairperson and Chief Executive Officer

John Core

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Web site: http://www.cdc-ccl.gc.ca/

Auditor

Auditor General of Canada

Incorporation and Status

1966 by the *Canadian Dairy Commission Act* (R.S.C. 1985, c. C-15) (S.C. 1994, c. 26 and c. 38) (S.C. 1995, c. 23); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide efficient producers of milk and cream with the opportunity to obtain a fair return for their labour and investment while providing consumers with a continuous and adequate supply of high quality dairy products.

Corporate Profile

The Canadian Dairy Commission (CDC) has the authority to purchase, store, process or sell dairy products within Canada's World Trade Organization commitments; to investigate matters relating to the production, processing or marketing of any dairy product; and to help promote the use of dairy products.

CDC advises the Minister of Agriculture and Agri-Food on matters relating to dairy policy and determines domestic requirements for industrial milk and cream for purposes of establishing Market Sharing Quota. It also establishes the target price for industrial milk, sets support prices for butter and skim milk powder, and offers to purchase products at these prices.

Through its research and advisory functions, as well as its facilitative efforts on behalf of the Canadian Milk Supply Management Committee, CDC helps to build the consensus among industry players and governments that underlies the orderly marketing of dairy products in Canada.

Performance Information

The CDC's Corporate Plan Summary for 2001–02 to 2005–06 identified a number of objectives in support of its mandate.

Selected performance against stated objectives outlined in the Commission's 2001–02 Annual Report is listed in the table below:

Objectives	Achievements
Work with government and industry to ensure that Canada's dairy marketing system is in compliance with obligations under international trade agreements.	In collaboration with provincial signatories, the Commission ensured that the new Comprehensive Agreement on Pooling of Milk Revenue was signed, and that the terms of this Agreement, as well as the amendments to the All Milk Pooling Agreement, and the Western Milk Pooling Agreement, are implemented.
Coordinate and facilitate efforts to refine and harmonize Canada's pooling systems administered by CDC in order to simplify the Canadian milk supply management system.	CDC staff assisted the province of Newfoundland and Labrador as it entered the National Milk Marketing Plan for the 2001–2002 dairy year. In doing so, the province received 3.5 million litres of industrial milk quota, in the first year.
Improve communications with industry stakeholders and assess and establish a comprehensive means of communicating with the CDC's client group.	Commissioners arranged meetings with stakeholders to discuss a range of issues such as pricing, dairy product substitution, and the structural surplus of skim milk powder.
Implement and coordinate a national audit system.	In May 2002, CDC reconvened its Audit Committee, which includes provincial auditors. The Commission continues to work with the provinces to implement a strong audit system that protects the integrity of the milk supply used in the domestic market.

Costs funded by the Government of Canada (excluding subsidies to producers of industrial milk and cream) are presented in the table below:

	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Administrative expenses ($ thousand)	2,762	2,873	2,775
Costs of production and dairy policy studies ($ thousand)	500	300	542

Note: CDC's financial year is August 1 to July 31.

FARM CREDIT CANADA

Appropriate Minister

The Honourable Lyle Vanclief, P.C., M.P.
Minister of Agriculture and Agri-Food

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1959 by the *Farm Credit Act;* continued on April 2, 1993, under the *Farm Credit Corporation Act* (S.C. 1993, c. 14); and continued on June 14, 2001, under the *Farm Credit Canada Act* (S.C. 2001, c. 22), Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To enhance rural Canada by providing specialized and personalized business and financial services and products to farming operations, including family farms, and to those businesses in rural Canada, including small and medium-sized businesses, that are related to farming.

Corporate Profile

Farm Credit Canada (FCC) offers flexible solutions to primary producers and agribusinesses. The *Farm Credit Canada Act*, allows FCC to offer financial and business management services that meet and anticipate the emerging needs of the agricultural industry. Through FCC, producers and agribusinesses across rural Canada will have increased access to a broader range of services to help them achieve long-term success.

FCC maintains a corporate office in Regina and serves clients from 100 offices across Canada, primarily based in farming communities.

Performance Information

FCC's Corporate Plan Summary for 2002–03 to 2006–07 identified objectives and specific goals in each of the following areas: (1) human resources and organization, (2) customer loyalty and market presence, (3) process effectiveness and quality improvement, and (4) financial success.

The Corporation's 2002–03 Annual Report restated these objectives and reported on the results achieved during the year. Selected examples include the following:

- On a gross basis, FCC disbursed $2.9 billion, with $2.0 billion to farm financing, $452 million to agribusiness and $430 million through alliances.
- The Corporation achieved its tenth consecutive year of portfolio growth with a 14.2 percent increase in 2002–03.
- FCC launched a new product suite for new entrants to agriculture (Agristart) that resulted in 283 loans, totalling $92.3 million.
- The Corporation encouraged its employees to move into new areas of interest and pursue opportunities to keep careers vibrant and rewarding. In 2002–03, investment in training and development totalled 5.7 percent of FCC's salary dollars.
- FCC incorporated its corporate strategy into its Information Technology annual workplan.

Selected summary information is presented in the table below.

	2002–03 Forecast	**2002–03 Actual**	**2001–02 Actual**
Net income ($ million)	79.3	96.8	68.8
Return on equity (%)	10.5	12.2	8.7
Efficiency ratio (%)*	48.1	42.3	48.4
Administration expenses ($ million)	122.7	119.3	101.6

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* Expenses incurred to earn a dollar of revenue.

CANADIAN HERITAGE

CANADA COUNCIL FOR THE ARTS

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Jean-Louis Roux

Director and Chief Executive Officer

John Hobday

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Auditor

Auditor General of Canada

Incorporation and Status

1957 by the *Canada Council Act* (R.S.C. 1995, c. C-2); exempt from Divisions I to IV of Part X of the *Financial Administration Act;* not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

Mandate

To foster and promote the study, enjoyment and production of works in the arts.

Corporate Profile

The Canada Council for the Arts (the Council) provides grants and services to Canadian artists and arts organizations in dance, interdisciplinary work and performance art, media arts, music, theatre, visual arts, and writing and publishing. In addition, the Council administers the Art Bank, endowment funds, the Killam Program of scholarly awards and prizes, the Governor General's Literary Awards and the Governor General's Awards in Visual and Media Arts.

The Council is also responsible for the Canadian Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as for the Public Lending Right Commission.

The Council seeks both individually and collectively the advice of artists and arts professionals regarding its activities. It also co-operates closely with federal and provincial cultural agencies and departments. Sources of funding for the Council include parliamentary appropriations, income from its endowment funds, and private donations and bequests.

Performance Information

The Canada Council is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a

Corporate Plan Summary pursuant to the FAA is not tabled in Parliament and the performance information for this corporate abstract was extracted from the Council's 2002–03 Annual Report. The Council noted the following activities and achievements:

- The Council awarded nearly $142.3 million in grants, prizes and payments to Canadian artists and arts organizations, including more than $9.6 million to 13,900 authors through the Public Lending Right Commission, which provides payments to Canadian authors for the presence of their books in Canadian libraries.
- The Council funded a total of 2,279 individual artists and 2,058 arts organizations, including theatre and dance companies, orchestras and music ensembles, art galleries, book publishers, and film, video and new media co-operatives.
- Initiated two pilot programs, the Artists in Residence for Research program (with the National Research Council) and the New Media Initiative (with the Natural Sciences and Engineering Research Council) aimed at bringing together the arts and sciences.
- The Art Bank purchased 71 works of Aboriginal art, in celebration of its 30th anniversary.
- Participated in initiatives to enhance Canada's cultural presence abroad, including participating in Trade missions to Africa and India, and Canada's participation in the Beijing Book Fair for the first time.
- Hired additional Aboriginal arts officers and increased efforts to reach out to Aboriginal artists as well as to artists in rural and remote communities.

Selected summary information is presented in the table below.

	2002–03 Actual	**2001–02 Actual**
Revenue ($ thousand)	7,862	1,757
Expenses ($ thousand)	168,072	160,472
Parliamentary appropriation ($ thousand)	153,707	151,776
Net income after parliamentary appropriation ($ thousand)	(6,503)	(6,939)

CANADIAN BROADCASTING CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

Established by the 1936 *Canadian Broadcasting Act* and continued by the 1958, 1968 and 1991 Broadcasting Acts (R.S.C. 1991, c. 11); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

As Canada's national public broadcaster, the corporation's mission is to inform, enlighten and entertain; to contribute to the development of a shared national consciousness and identity; to reflect the regional and cultural diversity of Canada; and to contribute to the development of Canadian talent and culture.

Corporate Profile

The Canadian Broadcasting Corporation (CBC) produces, procures and distributes Canadian programming in English, French and eight Aboriginal languages. It also offers a selection of programs from around the world.

Its services include: two main television networks, one English and one French, that offer general and special interest programs; four main commercial-free radio networks, two English and two French, that offer information and general interest programs as well as music and cultural programs; two all-news and information television networks that are entirely financed by cable subscriptions and advertising revenue; radio and television services to the North in English, French and eight Aboriginal languages; a digital pay audio service offering 45 continuous music channels 24 hours per day without talk or commercials; English and French Internet services carrying CBC's radio and television content, new media programming and corporate information; a variety of English and French websites offering interactive programming for youth; three specialty television services (two in partnership with the private sector) offering documentaries, and programming about arts and culture, and rural Canada; and an international shortwave radio service which broadcasts in seven languages.

As of March 31, 2003, CBC's programs are distributed via satellite in combination with microwave and landline, feeding 104 CBC owned stations, 1,190 CBC rebroadcasters, 19 private affiliated stations and 272 affiliated or community-owned rebroadcasters and stations.

Performance Information

CBC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament pursuant to the FAA, and the performance information for this corporate abstract was extracted from the Corporation's 2002–03 Annual Report. Section 55 of the *Broadcasting Act*, however, requires the CBC to submit to its minister a corporate plan summary that has been modified to reflect the financial resources proposed to be allocated to the corporation as set out in the tabled *Estimates* for that financial year. This corporate plan summary is tabled in Parliament.

CBC's Annual Report for 2002–03 documented its achievements during the year under review, some of which included the following:

- CBC/Radio-Canada continued to leverage and manage its assets to generate savings and new revenues for reinvestment in programming.
- CBC/Radio-Canada strengthened its commitment to its human resources through better employee communications and improved relations with unions.
- CBC/Radio-Canada extended its audience reach and created new revenue streams through strategic partnerships and alliances.
- CBC/Radio-Canada reinforced its capacity to work as one integrated company through the sharing of resources, skills and ideas among its English and French media services.
- CBC/Radio-Canada celebrated a half-century of television with special programming, outreach events and the CBC/Radio-Canada 50th Anniversary VIA Rail Train, visited by 70,000 people in 21 communities across the country.

Selected summary information is presented in the table below.

	2002–2003 Actual	2001–02 Actual	2000–01 Actual
Revenue from operations ($ million)	480.8	519.4	518.4
Expenses ($ million)	1,532.7	1,496.1	1,392.8
Parliamentary appropriation for operating expenditures ($ million)	937.4	840.4	794.1

CANADIAN MUSEUM OF CIVILIZATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
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Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c.3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To increase interest in, knowledge of, and appreciation for human cultural achievements and behaviour throughout Canada and internationally. This involves establishing, for research and posterity, a collection of objects of historical or cultural interest with special but not exclusive reference to Canada.

Corporate Profile

The Canadian Museum of Civilization Corporation* (CMCC) comprises the Canadian Museum of Civilization (CMC) – Canada's national museum of social and cultural human history – and its affiliate museums: the Canadian War Museum (CWM) – Canada's national museum of military history, and the entirely virtual Museum of New France.

CMCC also houses four major permanent exhibition spaces: the Canada Hall, the First Peoples Hall, the Canadian Children's Museum, and the Canadian Postal Museum as well as an IMAX® theatre and multiple special exhibition areas.

Performance Information

CMC's Corporate Plan Summary for 2002–03 to 2006–07 identified three distinct strategic issues: Canadian identity in the global environment; the safeguard and promotion of Canada's heritage; and continuing challenges to financial and operational viability of the Corporation.

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* This is the official name of the Canadian Museum of Civilization to distinguish the Corporation from the Museum itself.

The Corporation's 2002–03 Annual Report noted the following achievements for the year in the above-noted areas:

- The final design of the new CWM facility was announced in August 2002, and construction began in November 2002. Development for the CWM's new storyline is underway, and new interpretive methodologies and approaches are being tested.
- The First Peoples Hall opened on January 30, 2003. New modules have been added to the Canada Hall, along with new orientation texts.
- The Corporation continued to enhance its client-focused approach, through audience surveys, testing of interpretation methodologies, and a strategic planning session.
- Ongoing research by staff and outside research associates programme continued strong. CMC staff contributed significantly to new areas of research, particularly on Arctic peoples and Canada's diverse cultural communities.
- Attendance of 1,387,000 at the CMC and 127,000 at the CWM; 34,596,232 Web page accesses; 1.9 million promotional pieces in circulation, and an advertising reach of 72,334,750.
- Onsite placements of numerous interns and trainees; four interns completed the Aboriginal Training Programme in Museum Practices; on the tenth anniversary of the Programme, a cumulative total of 58 participants were trained.
- $1.1 million in funds was raised for CMC and CWM exhibitions and programmes; a total of $14.7 million has been raised for *Passing the Torch*, with achievement of the full $15 million expected by the end of the 2004–05 fiscal year.

Selected financial information is shown in the table below:

	2002–03 Forecast	**2002–03 Actual**	**2001–02 Actual**
Revenue ($ thousand)	10,898	12,768	11,906
Expenses ($ thousand)	50,119	67,115	60,526
Parliamentary appropriation for operating expenditures ($ thousand)	-	51,477	47,101

CANADIAN MUSEUM OF NATURE

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

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Web site: www.nature.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To increase throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world by establishing, maintaining and developing for research and posterity a collection of natural history objects, with special but not exclusive reference to Canada, and by demonstrating the natural world, the knowledge derived from it and the understanding it represents.

Corporate Profile

The Canadian Museum of Nature (CMN) acquires and maintains collections of a wide variety of plants, animals and minerals. In addition to conducting research and publishing scientific articles, CMN educates the public through various programs. These educational products include a variety of interactive, travelling and multimedia exhibits, lectures, broadcasts and a Web site.

Performance Information

The CMN's Corporate Plan Summary for 2002–03 to 2006–07 identified the same four objectives identified in the previous fiscal year: to increase national service and impact; to better demonstrate the value of the work done by the institution; to put in place, maintain and improve an effective and efficient infrastructure of systems and facilities to support all institutional work; and to increase self-generated revenue. CMN developed strategies to achieve these objectives and identified performance measures for judging progress.

Selected performance against stated objectives outlined in the Corporation's 2002–03 Annual Report is listed in the table below:

Objective	Performance
To increase national service and impact	CMN created a total of 32,566 new specimen records bringing the total of national collections records now available electronically to almost 515,000. CMN's multidisciplinary team of scientists worked throughout Canada and abroad, conducting research, collecting specimens and teaching.
To better demonstrate the value of the work done by CMN	*Green Legacy*, an exhibition on rare and endangered Canadian plants, developed in partnership with Royal Botanical Gardens, opened in May 2002. The national exhibition began travelling to other museums across Canada in October 2002. As part of the project, CMN developed an outreach educational package with tools to foster good stewardship of plant diversity and best practices at the community level.
To put in place, maintain and improve an effective and efficient infrastructure of systems and facilities	At the end of March 2003, CMN was in the final stages of preparing for its planned renovation. As a result of the additional building condition reports finalized in 2002, the Museum put together a comprehensive planning and design team to develop and finalize a renovation plan for the museum building.
To increase self-generated revenue	Generated revenue were $3.3 million, 28%higher than the previous fiscal year.

Selected financial information is as follows:

	2002–03 Forecast	2002–03 Actual	2001–02 Actual
Revenue ($ thousand)	3,670	3,330	2,600
Expenses ($ thousand)	27,140	30,773	28,235
Parliamentary appropriation for operating expenditures ($ thousand)	22,456	25,377	23,117

CANADIAN RACE RELATIONS FOUNDATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson/President

Patrick Case

Executive Director

Karen R. Mock

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Web site: www.crr.ca

Auditor

Hilborn Ellis Grant LLP

Incorporation and Status

1996 under the *Canadian Race Relations Foundation Act*; exempt from Part X of the *Financial Administration Act*; not an agent of Her Majesty; a registered charity for the purposes of the *Income Tax Act*.

Mandate

To facilitate, throughout Canada, the development, sharing and application of knowledge and expertise to contribute to the elimination of racism and all other forms of racial discrimination in Canadian society.

Corporate Profile

The Canadian Race Relations Foundation's (CRRF's) work focuses on raising public awareness of the causes and manifestations of racism in Canada. It is a source of information, providing perspective and research data to contribute to the elimination of racism.

The Foundation focuses on a variety of issues through the contract research program and conferences, forums and workshops placing particular emphasis on eliminating racism in employment and education. Information and resource development include disseminating information through the CRRF's Web site, annotated bibliographies and published materials.

The Foundation was proclaimed by the federal government on October 29, 1996 and, in accordance with the Japanese Canadian Redress Agreement, the government provided the Foundation with a one-time endowment fund of $24 million. CRRF operates on income generated by investing the endowment fund, and donations.

Performance Information

CRRF is exempt from Part X of the *Financial Administration Act* (FAA), pursuant to its constituent Act. As a result, a Corporate Plan Summary is not tabled in Parliament and the performance information for this corporate abstract was extracted from the Foundation's 2002–03 Annual Report.

The Foundation reported on a number of activities and achievements including the following:

- Submitted a brief to the Standing Committee on Canadian Heritage Roundtable on Cultural Diversity in Broadcasting.
- Increased outreach to regional communities, thereby increasing initiatives against racism submissions from across the country.
- Lent a supporting voice to Aboriginal peoples in British Columbia against the Government of British Columbia's referendum on treaty negotiations.
- Participated as a sponsor and presenter at the first Innoversity Conference, aimed at increasing diverse representation in the media.
- Contributed to the making of a public service announcement with the Centre for Addiction and Mental Health to encourage francophone racial minority to use its services.
- Provided expert testimony, training and resources on hate/bias cases and issues and sponsored a community forum on bias in the media.
- Provided consulting and training services to school boards, policing services, government agencies and community organizations.
- Organized a national conference on "Strengthening the Agenda Against Racism" to move the domestic agenda forward further to the World Conference Against Racism.
- Launched a research report, *Learning About Walking in Beauty: Placing Aboriginal Perspectives in Canadian Classrooms* as well as several other innovative research reports.
- Inaugurated the Race Relations Award for Lifetime Achievement at the first Award of Excellence fundraising Gala.
- Enhanced the Award of Excellence Symposium and laid the groundwork for the creation of a National Anti-Racism Youth Network.

NATIONAL ARTS CENTRE CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1966 by the *National Arts Centre Act* (R.S.C. 1985, c. N-3); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

Mandate

To play a leadership role in fostering artistic excellence in all of the performing arts disciplines.

Corporate Profile

The National Arts Centre Corporation (NAC) was created in 1966 by an Act of Parliament as a national showcase for the performing arts. It co-produces with other organizations throughout the country. It also hosts festivals and, through media and its tours, reaches out to audiences across Canada and around the world.

The NAC is home to the National Arts Centre Orchestra, and fulfills its artistic mandate through the presentation of classical music, dance, English language theatre, French language theatre, variety and community programming.

In addition to ticket sales and donations, the NAC generates half of its total revenue from facilities rentals, catering, and restaurant and parking services. The balance comes from an annual Parliamentary appropriation

Performance Information

The NAC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and performance information for this corporate abstract was extracted from the Corporation's 2001–02 Annual Report, which noted that:

- NAC experienced a good year financially. The National Arts Centre Foundation raised $3 million and attracted almost 35,000 subscribers to its stages. The Corporation recorded its fourth consecutive annual surplus, leaving it with an accumulated surplus of over $1.1 million.
- New development continued to be a major priority for the NAC's English Theatre. At the end of the year, English Theatre had 17 scripts in development, including those commissioned, optioned or part of the NAC/Great Canadian Theatre company Ottawa Playwrights Unit. Another 11 plays were showcased as part of *On the Verge*, the NAC's new play-reading series.
- The NAC continued to play an important collaborative role in Canadian theatre, partnering in ten co-productions with English and French Theatre companies across the country.
- The NAC also finalized its plans for the Orchestra's performing and teaching tour of all four Atlantic provinces (which took place in November of 2002) and participated in the Eastern Canada Tour of Pierre Brault's one-man show, *Blood on the Moon*.
- The French Theatre Department, with its *Développement du theatre en regions* initiative, helped eight projects by professional francophone theatre companies across Canada.
- The NAC hosted the first national round-table on "investing in youth through the performing arts" in September of 2001.

Selected summary information is presented in the table below.

	2001–02 Actual	**2000–01 Actual**
Revenue ($ million)	25.2	26.1
Expenses ($ million)	50.78	51.21
Parliamentary appropriations for operating expenditures ($ million)	22.75	22.3

Note: NAC's financial year is September 1 to August 31.

NATIONAL CAPITAL COMMISSION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson and Chief Executive Officer

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Auditor

Auditor General of Canada

Incorporation and Status

1958 by the *National Capital Act* (R.S.C. 1985, c. N-4; amended in 1988 S.C. 1988, c. 54); Schedule III, Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To prepare plans for and assist in the development, conservation and improvement of the National Capital Region; to organize, sponsor, or promote public activities and events in the National Capital Region to enrich the cultural and social fabric of Canada, the equality of status of the official languages of Canada, and the heritage of the people of Canada.

Corporate Profile

The National Capital Commission (NCC) fosters Canadian pride and contributes to awareness and understanding of, and participation in, Canada's National Capital Region (NCR). The NCC animates and interprets the Capital as a place to experience Canadian heritage, culture and achievements through the presentation of major events including Canada Day and Winterlude, through the Capital Infocentre and other orientation programs to inform visitors about the Capital, and through outreach and marketing activities to increase awareness of the Capital outside the NCR.

The NCC also plans the development and use of federal lands in the NCR. As well, the Corporation manages and protects its own physical assets to optimize their contribution to the NCC's programs and mandate, and looks after other key federal lands and buildings for future generations, including six Official Residences, urban lands, parks, parkways and bridges, Gatineau Park and the Greenbelt.

Performance Information

The NCC's Corporate Plan Summary for 2003–2004 to 2007–2008 identified objectives and strategies in the Corporation's four sectors of activity: promoting and animating the National Capital Region (NCR); planning the NCR; real asset management and development; and corporate services. Specific performance targets were also identified in each area.

In its 2002–2003 Annual Report, NCC reported the following achievements:

- The 25th Winterlude attracted an estimated 650,000 visitors despite the very cold winter conditions. The cities of Ottawa and Gatineau and 17 partners assisted in the successful delivery of events and activities. Participants from around the world took part in the Crystal Garden International Ice-Carving Competition.
- The Capital Infocentre welcomed 322,470 visits, a decrease of only 2.6 percent from the previous year, despite a slowdown in tourism and closing for two days during the G8 Summit.
- Nearly 750,000 visitors were welcomed to the Discover the Hill program, which included outdoor interpretation, Info-Tent information and orientation services over the summer months.
- Attendance at the Canada and the World Pavilion increased by 59% to almost 100,000 with a visitor satisfaction rate of 95%.
- The NCC contributed to making the Capital a gathering place for Canadians by securing the hosting of the 2003 Junos in Canada's Capital Region. The event culminated in many of Canada's best singers and musicians performing at local venues, with Shania Twain hosting a sparkling event in their honour.
- Public consultations on the Core Area Sector Plan will now occur with those for the Urban Lands Master Plan in mid-2003-04, with finalization scheduled for later in the year. Several supporting studies were initiated, including the Core Area Programming Vision, the Ottawa River Integrated Development Plan, the Downtown Urban Design Strategy and the Core Area Illumination Plan.
- The Champlain Bridge re-opened to traffic, with a reversible high-occupancy vehicle centre lane, in July 2002. Because of traffic congestion, the northern approach intersection was later modified.
- The site for the new Canadian War Museum was prepared for construction with the removal of contaminated soil and the completion of environmental and archeological assessments.

NATIONAL GALLERY OF CANADA

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Donald R. Sobey

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Pierre Théberge

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Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To develop, maintain and make known, throughout Canada and internationally, a collection of historic and contemporary works of art with special, but not exclusive, reference to Canada; and to further the knowledge, understanding and enjoyment of art among Canadians.

Corporate Profile

The National Gallery of Canada carries out its mandate through four broad activity areas: adding to and preserving the collections of works of art; educating and communicating; housing and protecting the collections, visitors and staff; and managing its staff and resources. The Gallery also operates the Canadian Museum of Contemporary Photography (CMCP) in Ottawa.

The Gallery acquires Canadian and foreign works for its collections through purchases, gifts and bequests. Its exhibits are shown in Canada and around the world. The Gallery publishes documents including pamphlets and catalogues, as well as in the production of video products. Its Web site includes teacher support kits. The Gallery's programming activities include lectures, symposia, concerts and educational programs.

Performance Information

In its 2002–03 to 2006–07 Corporate Plan Summary, the Gallery identified the following objectives: to acquire, preserve, research and record historic and contemporary works of art, both national and international, to represent Canada's visual arts heritage; to further knowledge, understanding and enjoyment of the visual arts among all Canadians and to make contributions known both in Canada and abroad; to provide direction, control, and effective development and administration of resources; and to provide secure and suitable facilities, which are readily accessible to the public, for the preservation and exhibition of the national collection of art.

The Corporation's 2002–03 Annual Report highlighted the following achievements:

- The Gallery and the CMCP together added 355 works to their collections, 225 of which were donated and 130 of which were purchased.
- The Gallery and CMCP created 20 new travelling exhibits, bringing to 34 the number available to museums across Canada.
- The Gallery partnered with the Musée national des beaux arts du Québec to organize the Suzor-Coté exhibition and with the Art Gallery of Ontario to organize a major *Tom Thomson* retrospective, which will travel across Canada. The Gallery also partnered with a number of other institutions the *Edward Burtynsky* catalogue was co-published with Yale University Press, New Haven and London; the *Group of Seven* catalogue with Douglas McIntyre, Toronto and Vancouver; and the *Suzor-Coté* catalogue with Les Éditions de l'Homme, a division of Le Groupe Sogides, Montreal.
- Revenue generation from private sources in 2002–03 amounted to $7,869,000. Overall revenues from membership fees and donations increased by 16 percent – from $619,000 in 2001–02 to $720,000 in 2002–03. Sponsorships generated $678,000 ($490,000 in cash and $188,000 in-kind)–an increase of 32 percent from 2001–02.

NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY

Appropriate Minister

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Minister of Canadian Heritage

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects with special, but not exclusive, reference to Canada, and by demonstrating the products and processes of science and technology, as well as their economic, social and cultural relationships with society.

Corporate Profile

The National Museum of Science and Technology (which now uses Canada Science and Technology Museum Corporation as its operating name) is responsible for the development and management of a representative collection of scientific and technological artifacts and materials which focuses on seven major subject areas – aviation, communications, industrial technology, natural resources, renewable resources including agriculture, scientific instrumentation and transportation.

The Corporation manages three museum sites: the Canada Science and Technology Museum, the Canada Agriculture Museum and the Canada Aviation Museum. Each museum sets its own public programming activities and strategies in recognition of the different markets and clientele each serves. The museums operate under a common set of corporate policies. Support services such as human resources, finance and facilities management are provided centrally.

Performance Information

The 2002–03 to 2006–07 Corporate Plan Summary for the Corporation indicated that the board of trustees had identified two strategic issues as priorities for the planning period: significant accommodation issues dealing with long-term future of the Corporation's facilities; and the use of information technology as a major outreach tool. In addition, the Corporation also identified three groups of activities it intended to carry out in support of the Corporation's mandate: heritage preservation; sharing knowledge; and support activities.

The Corporation reported its performance on each of the above activities in its 2002–03 Annual Report.

- The number of visitors to the Corporation's Web sites continued to increase significantly, with user sessions up 28% over last year.
- The Corporation's physical museum sites continue to be a primary way of making its collection and programs accessible to Canadians. Total attendance was about 700,000 visits, down about 4% in comparison with the previous fiscal year.
- Visitor feedback suggests that the CSTM building and its 'tired' and 'old' image have had a negative impact on visitation levels. The overall drop of about 10% in tourism within the National Capital Region was felt to be a factor in the slight decline in attendance of the Corporation's three museums.
- As a means of extending its outreach program, the Corporation continued to develop an innovative program which would see the Corporation partner with other museums across the country.
- The Corporation continued its efforts on the development of a National Registry of significant Artifacts in Science and Technology, in conjunction with its collection development process. This registry will serve to increase the recognition and profile of the nation's scientific and technological heritage, while greatly enhancing and facilitating its preservation interpretation and access.
- Two travelling exhibitions–Canadarm and Bikes: The Wheel Story were presented this past year at three different venues. A total of 1,028,780 visitors visited the exhibitions while they were on display.
- Revenues increased by $108,000 as a result of a continued growth in educational programs and a recognition of trust income offsetting the cost of acquiring artifacts. Overall costs increased by $2.2 million with the new Science and Technology study of $1 million—a one-time expense—along with additional personnel costs of $1.1 million, accounting for much of the increase.

TELEFILM CANADA

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Charles Bélanger

Executive Director

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Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Canadian Film Development Corporation Act* (R.S.C. 1985, c. C-16); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To foster and promote an independent film and television production industry in Canada.

Corporate Profile

The Canadian Film Development Corporation (Telefilm Canada) administers some 15 funds and programs including the Equity Investment Program of the Canadian Television Fund, a public-private partnership; the Canada Feature Film Fund; and the Multimedia Fund. It also contributes to the development and production of feature films, made-for-TV movies, drama series, documentaries, children's programs, variety shows and multimedia products. To ensure that these products reach large audiences, Telefilm Canada participates in other industry activities such as distribution, export, versioning, marketing and promotion at Canadian and foreign festivals and markets.

On October 5, 2000, the Minister of Canadian Heritage launched the new Canadian Feature Film Policy, *From Script to Screen: New Policy Directions for Canadian Feature Film.* The Policy, which comes with an annual budget of $100 million, established the Canada Feature Film Fund (CFFF), $86 million of which is to be administered by Telefilm Canada. The CFFF began operating on April 1, 2001 and includes the Screenwriting Assistance Program; programs for Complementary Activities, the Low Budget Independent Feature Film Assistance Program, and the Development, Production and Marketing Programs.

In October 2001, Telefilm assumed responsibility for the new Music Entrepreneur Program (MEP), a key component of the Canada Music Fund. Designed for seasoned Canadian companies, the MEP will allow Telefilm to share its extensive expertise in cultural investment with the music sector by supporting companies in promoting the work of Canadian creators and performers, and in addressing the challenges of the digital economy and market globalization.

Performance Information

Telefilm Canada is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary pursuant to the FAA is not tabled in Parliament.

Examples of the achievements outlined by Telefilm Canada in its 2002–03 Annual Report included the following:

- As a result of the Canadian Television Fund's Equity Investment Program (EIP), administered by Telefilm Canada, the Canadian public had access to a wide choice of programs in French, English and Aboriginal languages in 2002–2003.
- The EIP funded 571 projects, including 265 productions that have been or shortly will be seen in homes across the country.
- Telefilm organized a variety of workshops for Aboriginals in western and eastern Canada and helped set up a working committee on Aboriginal production with CBC, Canadian Heritage and Aboriginal organizations.
- Canadian cinema grew its domestic market share from 1.4% to 2.6%, reaching the halfway mark to the overall 5% goal. French-language features surpassed their 12% market share goal, and the line-up of those funded in 2002–2003.
- The CFFF devoted $6 million to complementary activity programs. Support went to some 40 Canadian festivals, including the Montreal World Film Festival, the Toronto International Film Festival, the Vancouver International Film Festival, the Atlantic Film Festival, regional and thematic events and festivals that illustrate cultural diversity.
- Canadian films were showcased at 50 international festivals and events including Cannes and Berlin.

FINANCE

BANK OF CANADA

Appropriate Minister

The Honourable John Manley, P.C., M.P.
Minister of Finance

Governor

David A. Dodge

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Auditors

Raymond Chabot Grant Thornton
Deloitte & Touche LLP

Incorporation and Status

1934 by the *Bank of Canada Act* (R.S.C. 1985, c. B-2); acts as the fiscal agent of the Government of Canada; exempt from Divisions I to IV of Part X of the *Financial Administration Act.*

Mandate

To formulate and implement monetary policy in Canada; and to act as the government's fiscal agent. The Bank has the sole right to issue paper currency for circulation in Canada.

Corporate Profile

The Bank of Canada's responsibilities focus on the goals of low and stable inflation, a safe and secure currency, financial stability, and the efficient management of government funds and public debt. These responsibilities are carried out as part of the following primary functions:

- **Monetary policy:** The goal of monetary policy is to contribute to solid economic performance and rising living standards for Canadians by keeping inflation low, stable and predictable.
- **Currency:** The Bank issues bank notes in Canada. This involves note design as well as distribution of bank notes, and their eventual replacement.
- **Central banking services:** The Bank promotes financial system stability and provides efficient funds-management services to the federal government.
- **Retail debt services:** The Bank is responsible for ensuring that all holders of Canada Savings Bonds and Canada Premium Bonds have their information registered and their accounts serviced through efficient operations and systems support.

Performance Information

The Bank of Canada is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and performance information for this corporate abstract was extracted from the Bank's 2002 Annual Report, which included the following:

- The Bank contributed actively to a number of groups working on international stability issues, including the G-20 and the Financial Stability Forum, with a strong emphasis on improving the framework for preventing and resolving financial crisis.
- In addition to increasing research on financial system issues, the Bank moved to increase public knowledge and discussion of the subject by launching a new publication, the *Financial System Review*. Published semi-annually, it will highlight developments and changes in the Canadian financial system.
- The Bank acted on several fronts in 2002 to protect Canada's currency from counterfeiting. Because counterfeiting is an international issue, the Bank continued to work with other central banks, note-issuing authorities, and equipment manufacturers and suppliers on a wide range of issues, including the design, production, and distribution of bank notes, as well as bank note technology and security issues.
- In addition to working closely with the Royal Canadian Mounted Police on counterfeiting issues, the Bank increased contacts with provincial and municipal law-enforcement agencies to support enforcement and education activities.
- The Bank developed improved security features to be incorporated in the high-denomination notes of the *Canadian Journey* series. The launch of the first higher-denomination note is planned for the first half of 2004, with the remaining two to follow over the subsequent 12 months.
- The keystone of the Bank's framework for monetary policy is an inflation-control target range for the consumer price index centred on a 2 per cent target midpoint. This target has resulted not only in stable and more predictable inflation, but in a stronger and more stable economic environment in general.

Selected summary information is presented in the table below.

	2002 Actual	**2001 Actual**	**2000 Actual**
Revenue ($ million)	2,016.6	2,149.2	2,111.0
Expenses ($ million)	194.2	168.8	118.6
Net revenue paid to Canada ($ million)	1,822.4	1,980.4	1,992.4

CANADA DEPOSIT INSURANCE CORPORATION

Appropriate Minister

The Honourable John Manley, P.C., M.P.
Minister of Finance

Chairperson

Ronald N. Robertson

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Web site: www.cdic.ca

Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Canada Deposit Insurance Corporation Act* (R.S.C. 1985, c. C-3; R.S.C. 1985, c. 18 (2nd Supp.); S.C. 1992, c. 26); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide insurance for eligible deposits with member institutions; to promote standards of sound business and financial practices for member institutions, and to promote and otherwise contribute to the stability of the Canadian financial system; and to pursue the foregoing for the benefit of depositors and in such a manner as will minimize CDIC's exposure to loss.

Corporate Profile

In providing deposit insurance, the Canada Deposit Insurance Corporation (CDIC) undertakes a wide range of initiatives to increase understanding of deposit insurance, to assess and monitor the risks of insuring deposits in collaboration with regulators, to manage relationships with federal and provincial governments, member institutions and their associations, and other interested parties, to keep abreast of economic and policy issues, and to minimize the cost of deposit insurance. The primary functions of CDIC involve insurance and risk management, claims and recoveries, and depositor communications and awareness.

At March 31, 2003, CDIC had 88 member institutions, 3 less than the previous year.

Performance Information

CDIC's Summary of the Corporate Plan for 2002–03 to 2006–07 identified the following objectives for the Corporation: provide deposit insurance; promote standards of sound business and financial practices; and, promote and contribute to the stability of the financial system. The Corporation identified the following four long-term business strategies to achieve the objectives: proactive readiness; investing in technology to leverage information; following sound business and financial practices; and public awareness and education.

CDIC reported on its achievements in its 2002–03 Annual Report, including the following:

- The Corporation continued to strengthen its risk assessment function by working through a peer group process to refine individual member assessments, and by validating current risk assessment processes through simulations performed on previous interventions of failed member institutions.
- To keep the Standards and related materials up-to-date, CDIC conducted a review of practices in the areas of domestic and international corporate governance, strategic management, risk management and control initiatives in regulatory and supervisory agencies (including OSFI and provincial regulators, the U.S. Federal Deposit Insurance Corporation and the Bank for International Settlements).
- Implemented a system that allows member institutions to download the reporting form for the Corporation's Differential Premiums By-law and to file their reports electronically – a project that is part of CDIC's ongoing process to enhance electronic interaction with members.
- Fiscal year 2002–2003 marked the third year of CDIC's five-year national campaign to continue building public awareness and knowledge about deposit insurance.
- During fiscal year 2002–03, CDIC undertook a comprehensive review of its organizational structure and work functions. A number of key factors prompted the review, including: changing workloads in essential areas; the potential to streamline overall workflow and processes; and the need to closely manage rising corporate operating costs. Throughout the review, careful attention was given to retaining the core competencies of the Corporation, ensuring that the mandate of CDIC would continue to be properly fulfilled, and addressing succession planning issues. The result was a 12% decrease in CDIC's person-years.

Selected financial information is provided in the table below.

	2002–03 Plan	**2002–03 Actual**	**2001–02 Actual**
Premium revenue ($ million)*	80	76	155
Total revenue ($ million)	104	108	191
Net income ($ million)	71	52.7	31.5

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* The 2002 premium rate was reduced by one half from that applied in 2001. In the 2002 premium year, 78% of member institutions ranked in the highest premium category, a 12% increase from the previous year.

CANADA DEVELOPMENT INVESTMENT CORPORATION

Appropriate Minister

The Honourable John Manley, P.C., M.P.
Minister of Finance

Chairperson

Donald McQ. Shaver

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Auditors

Auditor General of Canada
KPMG LLP

Incorporation and Status

1982 under the *Canada Business Corporations Act*. Articles of incorporation, May 26, 1982; Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To manage Crown corporations and investments assigned to it, and to privatize its holdings when appropriate. In January 1995, the government completed an assessment of the Corporation's future role. As a result, the Corporation's current mandate is to wind down its operations by divesting its remaining assets in an orderly fashion and reducing its operating costs to a minimum as soon as possible.

Corporate Profile

The Canada Development Investment Corporation (CDIC) manages two wholly owned subsidiaries: Canada Eldor Inc. and Canada Hibernia Holding Corporation. The latter manages the federal government's 8.5-per-cent interest in the Hibernia Oil and Gas Offshore Development Project.

CDIC also administers outstanding issues pursuant to prior divestitures, including the sale of the operating assets of Canada Eldor Inc. (CEI) to Cameco Corporation (Cameco). These issues, include certain waste contingencies and outstanding litigation.

Performance Information

In its Corporate Plan Summary for 2002 to 2006, CDIC identified the following main objectives for 2002:

- Manage the investment in Canada Hibernia Holding Corporation (CHHC) to achieve a profit and position CHHC for sales process;
- Continue to manage the remaining obligations pursuant to the Purchase and Sale Agreement between CEI and Cameco including waste contingencies, retirees and litigation matters;
- Manage the post-sale agreements resulting from the sale of Theratronics and Canadair; and
- Continue the orderly wind-down of the Corporation.

CDIC's 2002 Annual Report noted that:

- The Board of Directors of the Corporation maintains a state of readiness with respect to the divestiture of the Corporation's remaining assets and continues the orderly wind down of its remaining obligations;
- During 2002, the Corporation did not borrow from the federal government nor did it receive any appropriations;
- In 2002, CHHC returned $128 million of appropriations to the government. As at December 31, 2002 all appropriations received from the government were returned. CHHC will pay excess working capital to CDIC as a dividend and CDIC will pay these dividends to the government;
- CDIC is also responsible for the administration of outstanding issues pursuant to prior divestitures. These issues relate primarily to Canada Eldor Inc. (CEI) and include certain waste contingencies and outstanding litigation. In June 2002, an agreement was made to settle a lawsuit and CEI has assumed responsibility for $16.2 million of this settlement. Funds are being held in escrow until the terms of settlement have been agreed upon.

CANADA PENSION PLAN INVESTMENT BOARD

Appropriate Minister

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Minister of Finance

Chairperson

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Auditor

Deloitte & Touche LLP

Incorporation and Status

1998 by the *Canada Pension Plan Investment Board Act* (S.C. 1997, c. 40); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage prudently and professionally in the best interests of contributors and beneficiaries, with a view to achieving a maximum rate of return without undue risk of loss, funds transferred to the CPP Investment Board from the Canada Pension Plan account.

Corporate Profile

The role of the Canada Pension Plan Investment Board (CPP Investment Board) is to increase the long-term value of the Canada Pension Plan (CPP) assets by prudently investing funds not required to pay Canada Pension Plan pensions.

Performance Information

The CPP Investment Board is exempt from Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA and, as a result, a Corporate Plan Summary is not tabled in Parliament. However, the CPP Investment Board's governing legislation imposes rigorous accountability, including a detailed annual report that must be publicly available. The CPP Investment Board is required to publish in the annual report its success in reaching the prior year's investment objectives and the objectives for the next year and the foreseeable future.

The 2002–03 Annual Report noted that the CPP Investment Board:

- The overall consolidated investment loss for the year was approximately $1.1 billion for a return of minus 1.5 percent, compared with a $2.3 billion gain in the previous fiscal year for a positive 5.7 percent return.
- CPP Investment Board assets at March 31, 2003 were $17.5 billion, or 31 percent of the total CPP portfolio of $55.6 billion and consisted of 89 percent public equities, nine percent private equities and two percent real estate. The CPP Investment Board

portfolio lost $4.1 billion during the fiscal year 2003 for a negative 21.1 percent return compared with income of $316 million and a positive 3.4 percent return in the previous year.

- The CPP Investment Board transferred public equities from pooled and mutual index funds managed by external investment firms to its own segregated account at a new custodian; selected a trade order management system; and developed internal cash and derivatives trading capabilities.
- Responsibility for investing the CPP Investment Board's passive public equity portfolio was transferred from external managers to internal management, saving potentially millions of dollars in fees on a sustainable basis each year.

Investment performance and benchmark returns are as follows:

	For the year ended March 31, 2003		**For the year ended March 31, 2002**	
	Portfolio Return (%)	**Benchmark Return (%)**	**Portfolio Return (%)**	**Benchmark Return (%)**
Canadian equities	(17.3)	(17.5)	5.9	4.7
Non-Canadian equities	(27.6)	(28.0)	(2.3)	(2.8)
Real return assets	(50.7)	9.2	2.6	1.1
Total return	(21.1)	(20.3)	3.4	2.4

Selected summary information is presented in the table below.

	For the year ended March 31, 2003	**For the year ended March 31, 2002**
Investment income / (loss) ($ thousand)	(4,139,424)	316,034
Investment and administrative expenses ($ thousand)	12,866	11,408
Net income / (loss) from operations ($ thousand)	(4,152,290)	304,626

FISHERIES AND OCEANS

FRESHWATER FISH MARKETING CORPORATION

Appropriate Minister

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P.C., M.P.
Minister of Fisheries and Oceans

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Freshwater Fish Marketing Act* (R.S.C. 1985, c. F-13); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To market fish in an orderly manner, to maximize returns to fish producers and to promote international markets and increase trade in fish.

Established with the participation of each of the provinces and the territory in which it operates for the purpose of marketing and trading in and outside of Canada in fish, fish products and fish by-products produced within its mandated region. The participation of the provinces of Manitoba, Saskatchewan, Alberta and Ontario, and the Northwest Territories was established by agreement with the Government of Canada.

Corporate Profile

The Freshwater Fish Marketing Corporation (FFMC) operates on a self-sustaining basis with no appropriations from Parliament. In practice, the Corporation operates much like a producers' co-operative, with the beneficiaries being the commercial fish producers in Manitoba, Saskatchewan, Alberta, the Northwest Territories and Northwestern Ontario. The Corporation has the exclusive right to trade and market the products of the commercial fishery on an interprovincial and export basis. Its primary goal is to achieve the greatest economic returns possible for the commercial fish producers it serves, by providing a range of products and services to its customers.

Performance Information

In its 2002–03 to 2006–07 Corporate Plan Summary, FFMC indicated the following three key objectives developed in 2000–01: sustaining market leadership; generating increasing returns to fishers and communities; and, earning respect and recognition.

In its 2002–03 Annual Report, FFMC reported on a number of achievements including the following:

- Total sales of $65.7 million were just short of the record set the previous year. The drop-off in sales resulted in higher year-end inventories. However, these are manageable and will be brought into line in a timely manner.

- Total payments (initial and final) available to fishers (net of freight) at $41.1 million set a new corporate record. This is the third consecutive year whereby returns to fishers have exceeded $40 million.

- In aggregate, initial payments were $1.7 million greater than 2001–2002 due to increased deliveries and higher delivery prices set for pickerel.

- Costs were higher in several areas, notably employee-related benefits, inventory storage costs and bad debt expense. There was also a first-time charge related to employment insurance premiums on final payments for fishers, and a one-time superannuation provision to resolve a longstanding issue.

FOREIGN AFFAIRS

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

Appropriate Minister

The Honourable Bill Graham, P.C., M.P.
Minister of Foreign Affairs

Chairperson

Gordon S. Smith

President and Chief Executive Officer

Maureen O'Neil

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Auditor

Auditor General of Canada

Incorporation and Status

1970 by the *International Development Research Centre Act*, (R.S.C. 1985, c. I-19); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To initiate, encourage, support and conduct research into the problems of the developing regions of the world. The Centre also promotes and carries out research into the means for applying and adapting scientific, technical and other knowledge for the economic and social advancement of those regions.

Corporate Profile

The main objective of the International Development Research Centre (IDRC) is to help researchers and communities in the developing world find solutions to their social, economic and environmental problems. IDRC connects people, institutions and ideas to ensure that the results of the research it supports, and the knowledge that research generates, are shared equitably among all its partners, North and South.

To achieve its objective, the Centre funds research, trains researchers and promotes research networks. Through its Canadian Partnership Program, IDRC promotes collaborative research between scientists in Canada and those in developing countries.

The Centre's principal source of funding is parliamentary appropriations. It adds to this by entering into co-funding ventures with donors.

Performance Information

IDRC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not required to be tabled in Parliament, and the performance information for this corporate abstract was extracted from the Centre's 2002–03 Annual Report.

Highlights of IDRC's activities during the year in review included the following:

- On 27 June, IDRC organized an international forum "Rethinking the City." Held as part of the Conférence de Montréal, it brought together 80 policymakers and business representatives from Latin America, Canada, and Italy to discuss governance, particularly public and private sector interactions.

- Inspired by the G8's Action Plan for Africa, the IDRC Board of Governors approved a $2.5 million special fund for activities in support of the New Partnership for Africa's Development. Two areas are targeted for support: creation of evidence-based health policy and supporting policy reviews, particularly in the areas of science and technology policy and information and communications technologies policies in selected countries.

- IDRC participated in many inter-ministerial meetings leading up to the World Summit on Sustainable Development in Johannesburg in August and September 2002, and worked in close collaboration with the three lead departments working on Canada's contribution: Environment Canada, Canadian International Development Agency, and Department of Foreign Affairs and International Trade. IDRC secured two positions in Canada's official delegation.

- On 16 October, Drs Mario Henry Rodriguez and Juan Eugenio Hernandez Avila of Mexico's Instituto National de Salud Publica were awarded the Jorge Rosenkranz Award 2002 in the area of epidemiology for their work in an IDRC-supported project to find alternatives to DDT to control mosquitoes, vectors and malaria.

- In collaboration with Canadian Heritage, Health Canada, Human Resources Development Canada, Industry Canada, and Environment Canada, IDRC sponsored the Citizens' Dialogue on the Kind of Canada We Want project. Managed by the Canadian Policy Research Network's Public Involvement Network, the project engaged Canadians in a dialogue about the kind of Canada they want for themselves and for future generations, including the question of development assistance. Ten sessions took place in various Canadian cities in the fall of 2002.

- In its 17-23 August issue, *The Economist* reported on IDRC's work in Tanzania through the Essential Health intervention Project in very positive terms.

INDUSTRY

BUSINESS DEVELOPMENT BANK OF CANADA

Appropriate Minister

The Honourable Allan Rock, P.C., M.P.
Minister of Industry

Chairperson

Cedric E. Ritchie

President and Chief Executive Officer

Michel Vennat

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Web site: www.bdc.ca

Auditors

Auditor General of Canada
KPMG LLP

Incorporation and Status

1974 by the *Federal Business Development Bank Act* (R.S.C. 1985, c. F-6) and continued by the *Business Development Bank of Canada Act* (S.C. 1995, c. 28); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To promote and assist in the development of business enterprises in Canada, especially small and medium-sized, by providing a wide range of financial and business management consulting products and services.

Corporate Profile

The Business Development Bank of Canada (BDC)'s mission is to help create and develop Canadian small and medium-sized businesses (SMEs) through timely and relevant financial and consulting services. BDC provides complementary financial services and is a pan-Canadian source of equity financing.

BDC aims to make a unique and significant contribution to the success of dynamic and innovative entrepreneurship for the benefit of all Canadians. In carrying out its mandate, the Bank gives special consideration to supporting the innovative capacity of SMEs through its array of financial and consulting solutions.

Performance Information

BDC identified the following global corporate objectives to fulfill its public policy and commercial mandates in its Corporate Plan Summary for Fiscal 2003 to 2007.

- Create a unique and valued relationship with Canadian SMEs to support their creation and accompany their growth.
- Foster a culture of engagement, learning and growth.

- Establish effective and efficient processes that support local market understanding.
- Be profitable to grow while fulfilling public policy mandate.
- Generate a return on equity at least equal to the government's long-term cost of funds.

In its 2002-03 Annual Report, BDC reported on the achievement of its strategies. The Corporation's performance objectives and measures are shown in the table below.

Global Corporate Objectives	Performance Indicator	2002–03 Forecast	2002–03 Actual	2001–02 Actual
Be profitable to grow while fulfilling public policy mandate	• Dollar value of outstanding loan portfolio ($ billion)	6.5	6.7	6.1
	• Consulting Group annual revenues ($ million)	19	18.2	18.2
Create a unique and valued relationship with Canadian SMEs to support their creation and accompany their growth	• Client satisfaction (%)	89	90	90
Establish effective and efficient processes that support local market understanding	• Efficiency ratio (expense to net interest income) (%)	51	47.8	48.5
Foster a culture of engagement, learning and growth	• Employee commitment (%)	65	75	-
Generate a return on equity at least equal to the government's long-term cost of funds	• Return on equity (%)	5.5	2.7	5.7
	• Venture capital – internal rate of return (%)	25.0	16.3	25.6

CANADIAN TOURISM COMMISSION

Appropriate Minister

The Honourable Allan Rock, P.C., M.P.
Minister of Industry

Chairperson

The Honourable Charles Lapointe, P.C.,

Interim President and Chief Executive Officer

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Web site: www.canadatourism.com

Auditor

Auditor General of Canada

Incorporation and Status

2001 by the *Canadian Tourism Commission Act* (S.C. 2000, c. C-5); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To sustain a vibrant and profitable tourism industry in Canada, market Canada as a desirable tourist destination, support a co-operative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and provide information about Canadian tourism to the private sector and to the federal, provincial and territorial governments.

Corporate Profile

The Canadian Tourism Commission's (CTC) activities include providing Canada's tourism industry with the tools and strategic information it needs to succeed. In pursuit of its objectives, and working with its public- and private-sector partners, the CTC undertakes:

- Joint advertising and promotional activities in markets across the globe - Canada, United States Leisure, United States Meetings, Conventions and Incentive Travel (MC&IT), Asia-Pacific, and Europe/Latin America.
- Macroeconomic, market and industry research;
- Industry relations and product development activities to remove barriers to growth and foster development of tourism products that meet international demand;
- Production of *Tourism*, an online newsmagazine for the industry.

The CTC continuously seeks to create new partnership opportunities for its marketing, research and industry relations' activities. The CTC has two Web sites: www.canadatourism.com, the Web site for the industry; and, www.travelcanada.ca, the consumer-orientated Web site.

Performance Information

In its 2002 to 2006 Summary of the Corporate Plan, CTC noted the following main objectives: promote awareness of Canada and its variety of year-round tourism attractions; facilitate sales of tourism products, thereby increasing national revenues; and attract industry partners and expand to non-traditional partnerships.

In its 2002 Annual Report, the Commission reported a number of accomplishments including the following:

- Fully implemented A New Reality campaign, the post-September 11, 2001 marketing strategy in Canada and the U.S.;
- In collaboration with the World Tourism Organization and the United Nations Environmental Program, hosted with Tourism Quebec the first-ever World Eco-Tourism Summit in Quebec City;
- Launched a new, consumer-oriented website and engaged in e-Marketing campaigns;
- Selected a new advertising agency with international reach—Palmer Jarvis DDB—to support its marketing efforts, a new public-relations firm to assist with U.S. marketing—Weber Shandwick—as well as new public relations firms in Germany, the Netherlands and Brazil;
- Increased its non-traditional partnerships in Canada and around the world. In 2002, CTC's total partner programs were valued at $114 million; this is a significant increase from $83 million in 2001—due largely to the success of the September 11 New Reality campaigns;
- Expenditures as of December 31, 2002 totalled 125 million, an increase of 23% over 2001. Additional funding of $15 million to mitigate the effects of September 11, 2001 accounted for much of that increase. The funds were directly attributable to marketing and sales programs and did not impact overhead costs; and
- The Human Resources Committee of the Board finalized a new performance management program, established a new compensation plan for non-unionized staff, completed a CTC Staff Survey, and began preparing a report on a new succession plan.

CAPE BRETON GROWTH FUND CORPORATION

Appropriate Minister

The Honourable Gerry Byrne, P.C., M.P.
Minister of State

Chairperson and Chief Executive Officer

Rick Beaton

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Web site: www.cbgf.ca

Auditor

Auditor General of Canada

Incorporation and Status

August 25, 2000, pursuant to the *Canada Business Corporations Act*, as a wholly owned subsidiary of the Enterprise Cape Breton Corporation and directed to report as if it were a parent Crown corporation (P.C. 2000-1341); an agent of Her Majesty.

Mandate

To promote and assist, either alone or in conjunction with any person or the governments of Canada or of Nova Scotia or any agency of either of those governments, the financing and development of industry on Cape Breton Island to provide employment outside the coal producing industry and to broaden the base of the economy of Cape Breton Island.

Corporate Profile

The Cape Breton Growth Fund Corporation (CBGF) was incorporated on August 25, 2000 as a wholly owned subsidiary of the Enterprise Cape Breton Corporation (ECBC), a federal Crown corporation with a mandate for economic development on Cape Breton Island and in the Mulgrave area. As such, the CBGF is vested with the same broad economic mandate and flexible powers as ECBC. Although established as a wholly owned subsidiary, CBGF has been deemed to be a parent Crown corporation for the purposes of Part X of the *Financial Administration Act* and therefore has its own board of directors and is required to report separately to Parliament through its own corporate plan summary and annual report.

The Governor in council has directed that after the Corporation's funding is fully committed, the remaining assets and liabilities are to be transferred to Enterprise Cape Breton Corporation and the Corporation is to be dissolved.

Performance Information

CBGF's Corporate Plan Summary for Fiscal 2002–03 to 2005–06 identified five strategic priority sectors: knowledge-based; oil and gas; tourism; environmental remediation; arts and culture; and a separate category called strategic initiatives. The Corporation developed the following strategic objectives to fulfil its mandate and mission: trade; industrial benefits; access to capital; direct investment; research development and commercialization; and infrastructure.

In its 2002–03 Annual Report, CBGF reported on a number of activities and achievements including the following:

- In 2002–03, the CBGF committed $23.8 million to 15 projects bringing the total invested to date to $46.2 million. These projects leveraged an additional $48 million and created 297 jobs, bringing the total number of jobs created to date to 2,815.
- With $46.2 million of the $98 million economic adjustment fund committed, CBGF has reached the half way point in its mandate.
- The CBGF committed $4.6 million to four locally owned and operated companies, 4eversports, Crossoff, Techlink Entertainment, and Virtual Media Productions.
- The CBGF demonstrated its ongoing support for the arts and culture sector by committing $6.5 million to four projects. Projects such as the Glace Bay Miners' Museum and the Port Hawkesbury Trade and Exhibition Centre will ensure a showcase for the Island's rich heritage.
- The CBGF also announced $1.25 million for the Strait of Canso Superport Corporation Limited, a project that will provide the infastructure necessary to serve the supply-base needs of Nova Scotia's offshort oil and gas industry.

ENTERPRISE CAPE BRETON CORPORATION

Appropriate Minister

The Honourable Allan Rock, P.C., M.P.
Minister of Industry

President and Chief Executive Officer

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Auditor

Auditor General of Canada

Incorporation and Status

1988 by the *Enterprise Cape Breton Corporation Act* (Part II of the *Government Organization Act, Atlantic Canada, 1987* [S.C. 1988, c. 50]); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To promote and assist the financing and development of industry on Cape Breton Island and a portion of mainland Nova Scotia in and around the Town of Mulgrave; to provide employment outside the coal-producing sector; and to broaden the base of the local economy.

Corporate Profile

The Enterprise Cape Breton Corporation (ECBC) takes a lead role in creating a business environment that fosters sustainable job creation and economic growth on Cape Breton Island and the Mulgrave area of Nova Scotia. It promotes these objectives in cooperation with the private and public sectors.

Part of ECBC's role in the economic development of Cape Breton Island is the delivery of the Atlantic Canada Opportunities Agency (ACOA) programs. A portion of ECBC staff and time is dedicated to the delivery of these programs. ECBC strives to ensure that its development activities do not duplicate the programs of ACOA or other government departments.

ECBC has received additional allocations due to the closure of the Cape Breton Development Corporation (Devco), the federal Crown corporation responsible for coal mining on Cape Breton Island. ECBC has received an additional $10 million to be used for community economic development in those communities most affected by the closure. A subsidiary company created through the ECBC legislation, the Cape Breton Growth Fund, has received allocations totalling $86 million.

Performance Information

In its 2002–03 to 2006–07 Corporate Plan Summary, ECBC identified a number of strategic priorities on which it would concentrate its efforts during the period under review: provision of services for the Government of Canada; community adjustment fund; support to business; support to communities; trade and investment; advocacy and policy and research.

The Corporation also is proactive in the development of key sectors of the local economy: knowledge-based industries; tourism; manufacturing and processing; agriculture; aquaculture and oil and gas.

Examples of the Corporation's activities and accomplishments as outlined in its 2002–03 Annual Report included the following:

- ECBC trade staff were responsible for delivering ECBC's trade program as well as ACOA's Atlantic Trade and Investment Program (ATIP). Through these programs, staff initiated sector export strategies for the value-added wood products and craft sectors. Many of the ECBC training sessions were supported by ATIP. As well, a Trade Graduate Internship Program was developed with NSCC.
- The Community Adjustment Fund committed $8,519,546 in assistance to affected communities in Cape Breton during 2002-03.
- ECBC directly assisted 49 companies, as well as various community stakeholders, with the means to participate in 16 international trade shows throughout Canada and the United States.
- Under its support to business activities, ECBC assisted Scotsburn Co-operative Services Limited to expand its Sydney location to house a high-density polyethylene plastic bottle, blow-moulding facility. The 15,000 square-foot extension will include both a manufacturing facility and a storage warehouse that will enable the plant to manufacture plastic containers in sizes from 250ml to 4-litres.

Selected financial information is shown in the table below.

	2002–03 Actual	2001–02 Actual	2000–01 Actual
Revenue ($ thousand)	1,054.6	467	511
Expenses ($ thousand)	35,470	37, 849	34, 469
Parliamentary appropriation ($ thousand)	35,017*	37, 138*	33, 614*
Net income (loss) after parliamentary appropriation ($ thousand)	601	937	(344)

* ECBC's normal allocation for 2001–02 was $8.608 million and for 2000–01 was $8.614 million. Other amounts are additional allocations associated with the closure of Devco.

STANDARDS COUNCIL OF CANADA

Appropriate Minister

The Honourable Allan Rock, P.C., M.P.
Minister of Industry

Chairperson

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Executive Director

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Auditor

Auditor General of Canada

Incorporation and Status

1970 by the *Standards Council of Canada Act* (R.S.C. 1996, c. 24); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To oversee Canada's National Standards System by promoting efficient and effective voluntary standardization in Canada where standardization is not expressly provided for by law. These activities are aimed at advancing the national economy, supporting sustainable development, and benefiting the health, safety and welfare of workers and the public. These functions are also intended to assist and protect consumers, facilitate domestic and international trade, and further international cooperation in relation to standardization.

Corporate Profile

The Standards Council of Canada's (SCC's) work falls into three principal areas: accreditation of Canadian standards development organizations and conformity assessment organizations in Canada and other countries as designated in the *Standards Council of Canada Act*; representation of Canadian interests in international and regional standardization and trade forums; and dissemination of all types of standardization information.

SCC also serves as Canada's World Trade Organization/North American Free Trade Agreement (WTO/NAFTA) Enquiry Point.

Performance Information

Since the SCC's 2002–03 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's activities and performance results for 2002–03 have not been reflected in this report

INTERNATIONAL TRADE

CANADIAN COMMERCIAL CORPORATION

Appropriate Minister

The Honourable Pierre S. Pettigrew, P.C., M.P.
Minister for International Trade

Chairperson

Alan R. Curleigh

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Douglas Patriquin

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Auditor

Auditor General of Canada

Incorporation and Status

1946 by the *Canadian Commercial Corporation Act* (R.S.C. 1985, c. C-14); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To assist in the development of trade between Canada and other nations.

Corporate Profile

As Canada's export contracting agency, the Canadian Commercial Corporation (CCC) brings international buyers and Canadian exporters together through contracts built on the best possible terms and conditions. The CCC supports the export efforts of Canadian companies by providing contracting expertise and contract performance guarantees backed by the Government of Canada to foreign buyers. CCC is a member of Team Canada Inc.

As the export contracting arm of the federal government, CCC:

- Provides privileged access for Canadian exports to the U.S. Department of Defense and National Aeronautics and Space Administration markets through formal agreements signed by the Government of Canada;
- Negotiates commercial sales on behalf of Canadian exporters by acting as Prime Contractor, thus providing a platform for government to government transactions;
- Facilitates access to commercial sources of export pre-shipment financing; and
- Offers assistance and expertise in bid or proposal preparation, export contract negotiations and contract management.

Performance Information

CCC's 2002–03 to 2006–07 Corporate Plan Summary identified the following objectives for the planning period: to sharpen its commercial focus; to improve internal and external service capacity; increase its corporate profile; and to increase its SME client base.

Some of the achievements on the CCC's business and financial objectives as noted in the Corporation's 2002–03 Annual Report are indicated in the following table.

Business and Financial Objectives	2002–03 Forecast	2002–03 Actual	2001–02 Actual
Number of clients accessing CCC services	1,995	1,971	1,954
Number of clients with contracts or amendments through CCC	258	215	228
Business volumes ($ billion)	1.0-1.2	0.952	1.214
Customer satisfaction index	7.4	7.9	7.8

CCC's report on the achievement of its financial performance indicators is shown in the table below.

Performance Indicator	2002–03 Actual	2001–02 Actual
Net cost of operations compared to business volume (%)	(1.7)	(1.1)
Time required to make payment to Canadian Suppliers (days)		
• Accelerated Payment Program	18	17
• Other	31	33
Provision for doubtful accounts when compared to accounts receivable from foreign customers (%)	0.0	0.0
Additional contract costs compared to total business volume (%)	0.21	0.03

EXPORT DEVELOPMENT CANADA

Appropriate Minister

The Honourable Pierre S. Pettigrew, P.C., M.P.
Minister for International Trade

Chairperson

Paul Gobeil

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A. Ian Gillespie

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Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Export Development Act* (R.S.C. 1985, c. E-20); (S.C. 1993, c. 26, in force June 10, 1993); (S.C. 2001, c. 33, in force December 21, 2001); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To support and develop Canada's export trade and Canadian capacity to engage in that trade and respond to international business opportunities.

Corporate Profile

Export Development Canada's (EDC) mandate is to support and develop Canada's export trade and Canadian capacity to engage in that trade and respond to international business opportunities. In order to fulfil its mandate, EDC has a wide range of trade finance and risk management services that are available to Canadian companies. These services fall into five general categories: accounts receivable insurance; financing services; bonding services; political risk insurance; and equity.

EDC also shares its risk management knowledge via several services including on-line economic summaries, country market analyses and Let's Talk Workshops. These services ensure that Canadian exporters and investors have information on world conditions which may affect their business.

Through its sector- and product-based business teams and specialized customer support groups, EDC provides a full range of trade finance services to assist Canadian exporters and investors.

Performance Information

In its 2002 to 2006 Corporate plan Summary, EDC defined the following objective for 2002: to create and deliver capacity and opportunities in support of Canadian companies pursuing international business. Numerical targets were included for many of the related measures that support the objective.

In its 2002 Annual Report, EDC reported on the achievement of its goals. Selected results are shown in the table below.

Strategic Objectives and Measures	2002 Target	2002 Actual	2001 Actual
Double the number of customers			
• No. of customers served	6,800	7,223	6,355
• No. of SME* customers served	6,050	6,575	5,720
• Overall customer satisfaction (%)	80.0	81.8	81.5
Capture opportunities and enhance capacity			
• Business volumes ($ billion)	40.0	51.2	44.35
• Business volume in developing countries ($ billion)	9.5	9.9	10.99
Increase the capital base**			
• Net income ($ million)	(159)	122	58
• Internal efficiency ratio (%)	20.7	17.4	15.7
• Return on equity (%)	(9.2)	5.9	2.8
Resourcing to Deliver Results			
• Voluntary Turnover (%)	<10	4.0	6.4
• Number of training days per employee	5	5	5

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* Small- and medium-sized enterprises.

** Increase the capital base to $7 billion by 2004.

NATURAL RESOURCES

ATOMIC ENERGY OF CANADA LIMITED

Appropriate Minister

The Honourable Herb Dhaliwal, P.C., M.P.
Minister of Natural Resources

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Auditors

Auditor General of Canada
Ernst & Young LLP

Incorporation and Status

1952 under Part I of the *Canada Corporations Act*; continued July 8, 1977, under a certificate, amended July 5, 1982, under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

Sustain and enhance nuclear technology to safely and securely support Canada's nuclear energy supply; manage nuclear wastes and legacy liabilities; and maximize return on investment in nuclear technology by supplying innovative products and services.

Corporate Profile

AECL is the designer of CANDU® technology and custodian of the nuclear option for Canada. It designs, markets and manages the construction of nuclear power reactors and research reactors as well as supplying reactor services to global customers, including innovative nuclear products and engineering services, major reactor refurbishment services, medical isotopes and waste and decommissioning services. The corporation advances Canada's nuclear technology through applied nuclear research and development and fulfils a public policy role managing the federal nuclear platform including Canada's nuclear wastes.

CANDU reactors supply about 12 per cent of Canada's electricity and are an important component of energy programs on four continents. The corporation's major research and commercial facilities are located at Chalk River and in Mississauga, Ontario respectively. As of March 31, 2003, AECL employed 3,600 staff in Canada and overseas.

Performance Information

In its 2002–03 to 2006–07 Corporate Plan Summary, AECL noted the following three objectives to achieve its mandate: to grow the business; build the technology base; and demonstrate and grow shareholder value.

The Corporation's 2002–03 Annual Report highlighted, among others, the following results:

- AECL made gains in sales to all market sectors and achieved an annual revenue of $576 million.
- The Advanced CANDU Reactor program has seen great gains in markets such as Canada and the United States as utilities and governments prepare for increased demand in energy capacity.
- The Corporation achieved nuclear platform objectives within resource budgets and appointed a Corporate Director of Nuclear Laboratories Quality Assurance and Compliance to enhance regulatory and environmental management.
- AECL formed strategic business units aimed at strengthening the customer and business focus. Sales and administration achieved cost efficiencies of 17%. The Chief Quality Office was established and a Customer Relations department was created to focus on business growth.
- The Corporation completed succession planning for its executives and their direct reports, and initiated a leadership development program. A Projects Business Unit was established as part of the internal restructuring to advance the Corporation's unique project management expertise.
- AECL hired a Chief Quality Officer, reporting directly to the CEO, and established a Quality Management Working Group to lead improvements within the Corporation and advance its quality culture. Thirteen additional nuclear platform branches received ISO 9001 certification during the year.
- The nuclear research, facilities and decommissioning programs achieved their objectives. Significant security enhancements were implemented, with all regulatory requirements being achieved.
- The Corporation made extensive analyses and presentations to government, industry and stakeholder groups on the potential positive contribution of nuclear energy to the hydrogen economy, the Kyoto Protocol, and the development of the oil sands.

CAPE BRETON DEVELOPMENT CORPORATION

Appropriate Minister

The Honourable Herb Dhaliwal, P.C., M.P.
Minister of Natural Resources

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Cape Breton Development Corporation Act*, (R.S.C. 1985, c. C-25); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To administer and fund the closure of the mining operations and related workforce reduction programs.

Corporate Profile

The Cape Breton Development Corporation (Devco) was formed by an Act of Parliament in 1967 and is wholly owned by the Government of Canada. The Corporation, which is located on Cape Breton Island, Nova Scotia, closed its last remaining coal mine in the fall of 2001. Also, at that time, a sale of surface assets including the pier, railway and other associated assets was concluded. The residual activities of the Corporation involve addressing significant obligations for benefits to former employees and for environmental remediation as well as the disposal of remaining assets.

Performance Information

Devco's Corporate Plan Summary for 2002–03 to 2006–07 incorporated the effects of the closing of the Prince Colliery mine in December 2001. A small group of forty seven employees were given term employment after December 2001 to manage and administer the residual activities and obligations still facing the Corporation.

In its 2002–03 Annual Report, Devco noted the following:

- Total cash expenditures of $76.0 million were made in the year, primarily for early retirement payments, workers' compensation benefits and remediation activities, with close to $67.0 million or 88% of the total going directly into Cape Breton communities.
- Pension plan wind-up activities relating to the purchase of annuities and the commuted value transfers for plan members were essentially completed as of March 31, 2003.

- Under a partnership arrangement between the Corporation and Public Works and Government Services Canada (PWGSC), nine remediation/reclamation projects were undertaken with a total expenditure of $8.5 million, of which $6.0 million of this was paid to Cape Breton contractors and service providers.
- A Mine Water Working Group was established, comprised of representatives from Devco, PWGSC and Canmet, as well as local consultants and international research experts, to address potential acid mine drainage impacts. Based on the Group's work, a water treatment facility was constructed, along with an associated well field infrastructure, to control and treat acid mine drainage from a system of interconnected, flooded mines.
- A Liquidation of Surplus Machinery & Equipment Policy was approved and a marketing plan was developed and implemented with initial progress achieved on disposal of such assets.
- The career opportunity centers completed a third successful year, with the continued support of Human Resources Development Canada, and have now assisted almost 800 former employees find full-time or part-time work.
- In compliance with the *Financial Administration Act* requirements, the Corporation had a Special Examination conducted by the Office of the Auditor General.

Summary of financial information is provided in the table below.

Financial Summary **$'s in thousands**	**2003**	**2002**
Cash paid for early retirements, severance benefits and pensions	61,004	82,266
Parliamentary appropriations to fund cash requirements	46,536	65,500
Long-term accrued obligations	494,933	535,053

PUBLIC WORKS AND GOVERNMENT SERVICES

DEFENCE CONSTRUCTION (1951) LIMITED

Appropriate Minister

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

John D. McLure

President and Chief Executive Officer

Ross Nicholls

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Web site: www.dcc-cdc.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1951 by the *Defence Production Act* (R.S.C. 1985, c. D-1); continued under the *Canada Business Corporations Act*, November 21, 1978; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

Defence Construction (1951) Limited was created in 1951 to provide a wide variety of property-related services to support the Department of National Defence in the management of its facilities infrastructure needs.

Corporate Profile

Defence Construction (1951) Limited (DCC) provides service in the areas of contracting, contract management and other property related services in support of defence projects. DCC's involvement includes supporting the environmental programs of the Department of National Defence (DND), as well as its construction programs at home and abroad. All infrastructure work is implemented by private industry and DCC serves as an interface between DND and the contractors and suppliers contracted to complete the work. DCC's function is to ensure the financial and competitive integrity of the contracting process; devise sound contracts that protect the interests of both the government and those entrusted with implementation; and monitor and influence the time, cost and quality aspects of projects.

Performance Information

DCC's Corporate Plan Summary for 2002–03 to 2006–07 indicated the following six important objectives to achieve its mandate: carry out the work in an efficient and effective manner, and at the minimum administrative cost consistent with primary objectives; manage contractual relationships in a fair and reasonable manner; maintain flexibility in operational structure, systems and practices in order to react to changing circumstances and client needs; conduct operations in a way that contributes to the protection of the natural environment; maintain human resources management practices that advocate and advance the well-being of employees; and protect the interests of the Crown.

The Corporation also developed corporate-level performance indicator targets for 2002–03 in the areas of client satisfaction, operational efficiency and effectiveness. In its 2002–03 Annual Report, DCC highlighted its operational and related financial performance.

Selected performance and financial information is presented in the table below.

Performance Indicator	2002–03 Forecast	2002–03 Actual	2001–02 Actual
Client Satisfaction[1] (%)	95	99.6	98.2
Timeliness of construction contracting (calendar days)			
• Regular tender call	35	40	43
• Tender boards	25	26	30
• Quick response tenders	14	14	15
• Design-build	90	130	97
Timeliness of consultant service procurement (calendar days)			
• SELECT	25	29	39
• Mini-proposals	50	55	75
• Two-step proposal selection	90	120	140
• NAFTA	95	N/A	139
Timeliness of contract completions (%)			
• On time	-	64	63.8
• Within 1-30 days	-	18	16.2
Revenue ($ thousand)	21,679[2]	24,535	20,154[2]
Expenses ($ thousand)	21,252[2]	24,012	20,082[2]
Net income (loss) ($ thousand)	427[2]	523	72[2]

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[1] Client satisfaction tracking results are for construction contract management.

[2] Effective April 1, 2002, DCC elected to apply the Canadian Institute of Chartered Accountants Standard retroactively to April 1, 2000. Consequently, certain financial figures from the Corporation's 2002-03 to 2006-07 Corporate Plan Summary tabled in the House of Commons in summer of 2002 and the financial statements for the year ended march 31, 2002, have been restated to conform with this year's figures.

TRANSPORT

ATLANTIC PILOTAGE AUTHORITY

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
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Anne Soucie

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Auditor

Auditor General of Canada

Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To establish, operate, maintain and administer, in the interest of safety, an efficient pilotage service within the designated waters set out in respect of the Authority. These objectives are to be achieved by establishing a fair and reasonable tariff.

Corporate Profile

In addition to providing pilotage services, the Atlantic Pilotage Authority (the Authority) with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Of the 33 pilotage areas in the Atlantic region, 16 are compulsory pilotage areas. The criteria for determining which ports should become compulsory are: the degree of difficulty and hazard in the approaches and within the port itself; the amount of vessel movement and the manoeuvrability of those vessels; the design of wharves and slips; the nature of the cargo; and environmental concerns and the preservation of the ecosystem.

Performance Information

The Authority's 2002 to 2006 Corporate Plan Summary included the following objectives:

- Ensure a safe, and efficient marine pilotage service within the Atlantic Region, in a manner that must reflect change;
- Actively participate with the objectives of the pilotage recommendations as presented by the Minister;

- Continue with the development of pilot boat replacement program;
- Maintain the financial self-sufficiency of the Authority;
- Implement fair tariff adjustments to meet the objective rate of return;
- Raise the profile of the Authority;
- Continue with the implementation of a centralized dispatch system within the Atlantic Region; and
- To continue to place strong focus upon human resources in order to provide the highest quality of service.

The Authority's 2002 Annual Report stated that:

- The Authority achieved a small net income after suffering a loss in 2001. The 2002 net income represented a return on total revenue of approximately 1.8 percent.
- The Authority implemented small tariff increases to seven compulsory ports for 2003 and 2004.
- During 2002, the Office of the Auditor General conducted a special examination of the Authority, as required at least once every five years under the *Financial Administration Act*. There were no significant deficiencies reported in the examination.

Selected performance indicators are shown in the table below.

	2002 Forecast	**2002 Actual**	**2001 Actual**
Net income (loss) ($ thousand)	871	252	(193)
Number of assignments	11,454	11,806	11,751
Number of incidents*	12	9	16
Incident-free assignments (%)	99.9	99.9	99.9

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* Compilation of all maritime incident reports with or without damage.

BLUE WATER BRIDGE AUTHORITY

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1964 by the *Blue Water Bridge Authority Act;* became a federal Crown corporation listed in Schedule III, Part I of the *Financial Administration Act* on April 26, 2002; not an agent of Her Majesty.

Mandate

To operate, maintain and repair the Canadian halves of the two bridges spanning the St. Clair River between Sarnia, Ontario and Port Huron, Michigan and the approaches and structures.

Corporate Profile

The Blue Water Bridge Authority (BWBA) owns and operates the Canadian half of the Blue Water Bridge, located between Sarnia/Point Edward, Ontario, and Port Huron, Michigan. The American half is owned and operated by the Michigan Department of Transportation. The BWBA was created in 1964 by the *Blue Water Bridge Authority Act*, and was expected to become a bi-national authority. However, the U.S. has never exercised its option to appoint members, which would have created the bi-national authority. Because all members of the board of directors are appointed by the Governor in Council, the Blue Water Bridge Authority was deemed as a federal Crown corporation on April 26, 2002. The BWBA has the authority to set and charge tolls for the use of the bridge structures.

The Authority is in the process of preparing a renewable long-term plan for the Canadian Plaza. The plan is intended to guide development over the twenty-year period to 2022 and will include a staged implementation plan responsive to forecasted growth and financial resources in order to ensure BWBA's ability to meet future traffic demand.

Performance Information

In its 2002 to 2006 Summary of the corporate Plan, BWBA noted the following objectives for the year under review:

- To complete the issue of $110 million in private placement bonds and refinance the existing debt. This will also provide funding in order to complete additional capital projects.
- To ensure that cash flows will support the obligations incurred in the bond financing master trust indenture.
- To complete the initial run of the Master Plan. This will assist BWBA staff in identifying and prioritizing key capital projects.
- To implement Phase I of the Master Plan.
- To achieve 750,000 injury free work hours.

In its first annual Report as a Crown Corporation, BWBA reported a number of accomplishments including the following:

- Issued a $110 million in private placement bonds. Most of the proceeds were used to retire the more expensive bank debt, fund the initial deposits of the Operating and Maintenance, and Debt Service Reserve funds and the balance remaining directed towards current working capital purposes.
- Implemented an enhanced training program in order to fully inform its employees on all aspects of the authority, to increase safety awareness and to improve the various skill levels and professionalism of the staff.
- As a result of the September 11 terrorist attacks, overall traffic numbers decreased by 9.7 percent. Truck traffic increased by 5 percent while passenger vehicle traffic decreased by 15 percent.

CANADA LANDS COMPANY LIMITED

Appropriate Minister

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Auditor

Auditor General of Canada
Ernst & Young LLP

Incorporation and Status

1956 by letters patent; reorganized under the *Canada Business Corporations Act*, September 19, 1977; Certificate of Continuance under the *Canada Business Corporations Act*, July 7, 1981; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To create value, through its active subsidiary, from strategic properties no longer required for program purposes by the Government of Canada. It does this by purchasing, improving and then managing or selling lands in order to produce the best possible benefits to both local communities and Canadian taxpayers while respecting the government's policies regarding First Nations' land claims, official languages, as well as environmental and heritage considerations.

Corporate Profile

Canada Lands Company Limited (Canada Lands) is the parent company of three wholly owned subsidiaries: Canada Lands Company CLC Limited, which handles the real estate operations; Parc Downsview Park Inc., which reports as a parent Crown corporation and is responsible for the development and management of an urban recreational greenspace on the former CFB Toronto lands; and the Old Port of Montreal Corporation Inc., which reports as a parent Crown corporation and is responsible for redeveloping the Old Port of Montreal.

The property holdings of the Corporation fall into three categories, namely, rental properties, properties under development and land held for development or sale. Its principal managed property is Canada's National Tower ("CN Tower") in Toronto.

Performance Information

In its Corporate Plan Summary for 2002--03 to 2005--06, Canada Lands identified a number of objectives, initiatives and performance indicators for the plan period.

In its 2002-03 Annual Report, Canada Lands reported on its achievements including the following:

- Net income before tax was $6.7 million above budget; general and administrative expenses were $3.3 million below budget; and gross profit on sales was 8% higher than budget;
- Sold the 19 story 401 Burrard Street office building project in Vancouver, British Columbia;
- Completed the 65 residential unit affordable housing project called Cyprus Green, in Calgary, Alberta;
- Constructed a $15,000 learning amphitheatre for the Dr. Oakley school in Calgary, Alberta;
- Initiated a rental agreement between Department of National Defence and CLC on the former CFB Griesbach site, through which CLC is managing the residential rental program for over 400 military families in Edmonton, Alberta;
- Received city council approvals for the Neighbourhood Area Structure Plan, entire site zoning, Master Agreement with the city and Phase One tentative Plan for the 618 acre (250 hectare) former CFB Griesbach site in Edmonton, Alberta;
- Completed MacKenzie and Mann Park, in partnership with the City of Edmonton, Alberta;
- The 650 Lawrence Avenue affordable housing complex (431 residential units) completed in Toronto, Ontario with Options for Homes;
- Received city council development plan approval and began servicing the Albion Road site in Ottawa, Ontario.

CANADA MORTGAGE AND HOUSING CORPORATION

Appropriate Minister

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Auditors

Auditor General of Canada
Mallette
General Partnership

Incorporation and Status

1946 by the *Central Mortgage and Housing Corporation Act*; amended March 16, 1979, to *Canada Mortgage and Housing Corporation Act* (R.S.C. 1985, c. C-7); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty except when s.14 of its Act applies.

Mandate

To promote the construction of new houses; the repair and modernization of existing homes; and the improvement of housing and living conditions, emphasizing housing quality, affordability and choice.

Corporate Profile

As Canada's national housing agency, the Canada Mortgage and Housing Corporation's (CMHC's) mission is to promote housing quality, affordability and choice for Canadians. CMHC delivers its products and services to Canadians and supports federal policy objectives through four business pillars: Housing Finance, Assisted Housing, Research and Information Transfer, and International Activities.

Under the *Housing Finance pillar*, CMHC provides mortgage insurance and mortgage insurance approval service to lenders, and guarantees timely payment of interest and principal on Mortgage-Backed Securities and Canada Mortgage Bonds. Under the *Assisted Housing pillar*, CMHC supports Canada's social housing stock, provides targeted housing assistance through special housing initiatives, supports the creation of affordable housing and assists Canadians with special/distinct housing needs. Through its *Research and Information Transfer* activities, CMHC provides reliable and objective housing information through directed and responsive research programs, and through the provision of housing surveys, data and extensive analysis and forecasting of economic, housing and mortgage market trends and conditions. CMHC carries out a number of *International Activities* that support Canadian housing exporters, including the promotion of Canadian products, services and know-how in foreign markets. The corporation also provides housing finance and other expertise to developing countries and countries in transition.

Performance Information

CMHC's corporate objectives for 2002 set out in its 2002 to 2006 Summary of the Corporate Plan include: improve housing choice and affordability for Canadians; improve housing and living conditions; support market competitiveness, job creation and housing sector well-being; and be a progressive and responsive organization.

In its 2002 Annual Report, CMHC noted the results achieved for the year in each of the above-noted areas. Achievements included the following:

- Mortgage loan insurance volumes rose by over 13% in 2002, with the number of units insured exceeding 500,000. Over one-third of this business was in rural, remote and other areas where Canadians have historically found it more difficult to access home financing, as well as for specialized housing needs such as nursing and retirement homes.
- In secondary mortgage markets, CMHC guaranteed more than $20.6 billion in Canada Mortgage Bonds and Mortgage-Backed Securities, helping to ensure a steady supply of low-cost funds for residential mortgages.
- Signed six more Affordable Housing Program Agreements in 2002, thereby completing a total of 10 bilateral agreements with the provinces an territories, representing more than 95% of the initial $680 million in federal funding for the program.
- The Corporation's Residential Rehabilitation Assistance Program was evaluated in 2002 and found to be a valuable program meeting all of its objectives and continuing to make important contributions to maintaining and improving the quality of housing in Canada.
- CMHC helped key clients secure approximately $55 million worth of business in foreign countries, up 45% over 2001. The corporation is also increasingly involved with countries looking for guidance in the area of social housing and in developing their systems of housing finance.

CANADA POST CORPORATION

Appropriate Minister

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Chairperson

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Auditor

Deloitte & Touche LLP

Incorporation and Status

1981 by the *Canada Post Corporation Act* (R.S.C. 1985, c. C-10); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To operate Canada's postal service on a self-sustaining basis with a standard of service that meets the needs of Canadians.

Corporate Profile

The Canada Post Corporation serves Canadian residents, businesses and organizations through the secure delivery of letters and parcels to all addresses in Canada and around the world. The Corporation provides a number of distribution services including Priority Courier, Xpresspost, and Expedited and Regular Parcels. It also sells philatelic products. Through its international consulting subsidiary, Canada Post International Limited, the Corporation markets its expertise to postal administrations throughout the world.

Canada Post also provides postal services at less than cost pursuant to government measures to support northern parcel mail, parliamentary free mail and blind persons' free mail. The federal government compensates the Corporation for these services.

Canada Post and its subsidiaries are entrusted with nearly 10 billion messages and parcels annually. These items are processed through 25 major plants and many other facilities for delivery to 13.8 million addresses in Canada. In so doing, the Corporation serves approximately 31 million Canadians and over one million business and public institutions. There are more than 24,000 retail points of access to postal services.

Performance Information

Canada Post's 2002 to 2006 Corporate Plan Summary identified the same five priorities from the previous year: defend current business; grow competitive business; achieve operational excellence; make its employees a competitive advantage; and enhance corporate equity.

Highlights from the Corporation's 2002 Annual Report include the following developments and achievements.

- Consolidated revenue from operations reached $6,154 million, an increase of $162 million, or 2.7% from the $5,992 million in the comparative period.
- Consolidated net income was $71 million for the fiscal period ended December 31, 2002, a significant improvement over the planned net income of $28 million, although a decrease of $43 million from the $114 million recorded in the comparative period a year ago.
- Consolidated cost of operations for fiscal 2002 totalled $5,998 million, an increase of $197 million or 3.4% over the $5,801 million recorded in the comparative period.
- Return on equity ratio was 7.9%; its costs as a percentage of revenues, 97.5%; and its operating profit margin, 2.5%.
- Canada Post continued with the implementation of its Business Transformation program, a corporate-wide redesign of its business processes, first launched in 2000. In 2002, the corporation invested $71 million in Business Transformation bringing the total investment to date to $328 million.
- Canada Post declared and paid a dividend of $16 million to the shareholder, the Government of Canada, a decrease from $21 million paid in the comparative period.
- Canada Post processed 9.8 billion pieces of mail in 2002, a 1.7% decrease from the 10 billion pieces processed in the comparative period.
- Lettermail achieved an on-time, combined service performance score of 96.7% against a target of 95.5%.
- In the 2002 fiscal period, Canada Post achieved an overall customer satisfaction score of 77%, a marginal decrease from the 78% reported last year. Employee satisfaction levels held firm at 70%, solidifying the unprecedented gains of the previous year.

CANADIAN AIR TRANSPORT SECURITY AUTHORITY

Appropriate Minister

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Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

2002 pursuant to the *Canadian Air Transport Security Authority Act*, as part of Bill C-49, the *Budget Implementation Act, 2001*; Schedule III, Part I of the *Financial Administration Act;* an agent of Her Majesty.

Mandate

To be responsible for the effective and efficient delivery of several key aviation security services in Canada.

Corporate Profile

The Canadian Air Transport Security Authority (CATSA) was created as part of a comprehensive, $2.2 billion package of air security initiatives contained in the December 2001 budget. CATSA came into force on April 1, 2002 through Bill C–49.

CATSA is responsible for:

- Pre-board screening of passengers and their belongings;
- Acquisition, deployment, and maintenance of explosives detection equipment at airports;
- Federal contributions for airport policing related to civil aviation security measures;
- Implementation and oversight of the Canadian Air Carrier Protective Program, working with the RCMP to provide police on-board aircraft;
- Restricted Area Identification Card; and
- Non-Passenger screening.

CATSA is also responsible for any other air transport security functions that the Minister of Transport may assign to it, subject to any terms and conditions that the Minister may establish.

Performance Information

CATSA's first year of operation was devoted to establishing a fully functioning organization. The Authority focused on staffing, developing its strategy, completing the transition period during which it took over screening contracts from the airlines and began implementing its other programs.

In its first Annual Report, 2002–03, CATSA reported a number of achievements including the following:

- The Authority established its permanent headquarters in Ottawa, with a President and CEO, and 112 employees.
- Before December 31, 2002, delivered enhanced training course to all Screening Officers.
- Assumed direct legal responsibility for screening passengers at designated airports on December 31, 2002 without interruption of services.
- Introduced a National Training and Certification Program (a new training program) for Screening Officers and increased their on-the-job training.
- Established new Standard Operating Procedures for Screening Officers.
- Provided state-of-the-art equipment at screening points for more thorough searches.
- Developed and implemented a plan to have all checked baggage screened at designated airports by December 31, 2005.
- Developed strategic policies and implementation plans with Transport Canada.
- Entered into funding agreement with the RCMP and with certain airports.
- Developed CATSA logo and Screening Officer Uniform to demonstrate to Canadians CATSA's role in air transport security and to ensure consistent security across the 89 designated airports.

FEDERAL BRIDGE CORPORATION LIMITED, THE

Appropriate Minister

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Web Site: www.federalbridge.ca

Auditor

Auditor General of Canada

Incorporation and Status

1998 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide users with safe and effective infrastructures at its two wholly owned subsidiaries, Jacques Cartier and Champlain Bridges Incorporated and The Seaway International Bridge Corporation Ltd., as well as at the Canadian facilities of the Thousand Islands Bridge.

Corporate Profile

The Federal Bridge Corporation Limited (FBCL) was incorporated in 1998 to assume the non-navigational management responsibilities of the St. Lawrence Seaway Authority. In 2000, the FBCL acquired the Canadian half of the Sault Ste. Marie International Bridge and acquired representation on the Joint International Bridge Authority.

Since October 1, 1988, the FBCL has been responsible for the Jacques Cartier and Champlain Bridges Incorporated, the Seaway International Bridge Corporation, Ltd. and the activities of the Thousand Islands International Bridge. The Thousand Islands International Bridge is operated and maintained jointly by Canada and the United States, on an equal basis, in keeping with an agreement signed by the Federal Bridge Corporation Limited and the Thousand Islands Bridge Authority.

In October 2000, the FBCL acquired 91.33 percent of the outstanding voting and participating shares in the St. Mary's River Bridge Company from the Province of Ontario.

The subsidiary, the Jacques Cartier and Champlain Bridges Incorporated, depends on the Government of Canada for its financing. The Federal Bridge Corporation Limited and its subsidiary, St. Mary's River Bridge Company, as well as its joint venture, the Seaway International Bridge Corporation, Ltd., finance their activities through their operating revenue.

Performance Information

In its 2002–03 to 2006–07 Summary of the Corporate Plan, FBCL indicated that it will undertake discussions with Transport Canada on the following strategic corporate and business targets in 2002–03:

- Corporate consolidation of all FBCL operations to reduce costs and increase efficiencies;
- Strengthening working relationship between FBCL and all business units;
- Rationalization of corporate and operational structures;
- Developing business opportunities; and
- Improving support to subsidiaries.

The Corporation noted in its 2002–03 Annual Report that:

- FBCL and its subsidiary companies were active on several domestic and international fronts during 2002–03. Together, they became more efficient in operating and maintaining the federal properties for which we are responsible and strived to improve service delivery to their clients.
- The $127 million deck replacement project undertaken by its subsidiary, Jacques Cartier and Champlain Bridges Incorporated (JCCBI), on the Jacques Cartier Bridge was completed in November 2002, within the two-year deadline.
- FBCL and JCCBI participated in a group examining suicides on the Jacques Cartier Bridge in Montréal. In the fall of 2002, FBCL made a public announcement that it would undertake a study to evaluate suicide prevention barriers on the Jacques Cartier Bridge. Costs, aesthetics and the effectiveness of different types of barriers in meeting the objectives of preventing suicides and suicide attempts are among the considerations of the study.
- FBCL made investments of more than $2 million to install a new communications network, using fibre-optic technology for the Closed-Circuit Television Surveillance System at the Champlain and Jacques Cartier bridges in Montréal.
- The Risk Management Committee will review all places related to risks threatening the assets of the Corporation.
- FBCL will continue to work on technological improvements to facilitate traffic flow including the extension to Highway 30.
- FBCL will conduct an environmental assessment concerning the possible construction of a low level span at Cornwall to replace the present high level span in need of a refit.

GREAT LAKES PILOTAGE AUTHORITY

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); incorporated under the *Canada Corporations Act* in May 1972 as a subsidiary of The St. Lawrence Seaway Authority; deemed to be a parent corporation within the meaning of the *Financial Administration Act* and listed in Schedule III, Part I of that Act; became a parent corporation on October 1, 1998 pursuant to the *Canada Marine Act*; not an agent of Her Majesty.

Mandate

To establish, maintain and administer a safe and efficient pilotage service in all Canadian waters in Ontario and Manitoba, as well as in Quebec south of the northern entrance to the St. Lambert Lock.

Corporate Profile

In addition to providing pilotage services, the Great Lakes Pilotage Authority, with the approval of the Governor in Council, makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

The Authority coordinates its operations with a number of other organizations such as the St. Lawrence Seaway Management Corporation and the United States Seaway Development Corporation which operate the lock facilities and maintain a traffic control system within the region. Other organizations involved are the Canadian Coast Guard, which provides aids to navigation, and the United States Coast Guard, which is responsible for United States pilotage matters in international waters.

Performance Information

The Authority's 2002 to 2006 Corporate Plan Summary identified a number of objectives for the year 2002: to provide economic, safe, reliable and comprehensive marine pilotage and related services in its region of responsibility; to promote the effective utilization of the Authority's facilities, equipment and expertise through the productive application of these resources in such activities and geographic areas as may be appropriate in the interest of safe navigation; to provide the above services within a commercially oriented framework directed toward achieving and maintaining financial self-sufficiency at the least cost to the user; to be responsive to the government's environmental, social and economic policies.

The Authority's performance against selected objectives as outlined in its 2001 Annual Report is presented in the table below.

Performance Objective	**Activities to Achieve Objective**
Provide safe, economic and reliable pilotage service	• The Authority invested $142,000 in training pilots in the last two years to use state of the art electronic navigation system to facilitate their duties and reduce the risks of collisions and grounding of ocean vessels transiting the St. Lawrence Seaway.
Ensure effective utilization of the Authority's assets	• Invested a further $50,000 in 2002 ($60,000 in 2001) to upgrade the dispatching system and make it compatible to Internet users.
Maintain self-sufficiency in its operations	• The authority completed its restructuring of the Administration which began in 1994 with the overall effect of reducing 2.5 full time equivalent positions. This reduction saves the entity $195,000 a year or close to $1.8 million since the restructuring.

Selected performance indicators are shown in the table below.

	2002 Forecast	**2002 Actual**	**2001 Actual**
Net income ($ thousand)	(673)	(1,561)	(2,276)
Number of assignments	7,300	7,510	7,151
Accident-free assignments (%)	100	99.8	99.7
Average cost of performing an assignment ($)	1,897	1,977	2,200

LAURENTIAN PILOTAGE AUTHORITY

Appropriate Minister

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Minister of Transport

Chairperson

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President and Chief Executive Officer

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Auditor

Auditor General of Canada

Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To operate, maintain and administer a safe and efficient pilotage service in the St. Lawrence River between Les Escoumins and the north end of the St. Lambert Lock, in the Saguenay River and in Chaleur Bay north of Cap d'Espoir.

Corporate Profile

The Laurentian Pilotage Authority serves three mandatory pilotage districts: one for the Port of Montreal, another for the navigable waters between Montreal and Quebec City, and a third for the navigable waters between Quebec City and Les Escoumins including the Saguenay River. The Authority owns and operates a pilot station at Les Escoumins with pilot boats capable of carrying pilots year round. The pilot boat services at Quebec City, Trois-Rivières, Sorel, Lanoraie and Montreal are served by private companies under contract to the Authority.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Performance Information

In its 2002 to 2006 Summary of the Corporate Plan, the Authority stated a number of objectives for 2002.

The Authority's performance against selected objectives outlined in its 2002 Annual Report is presented in the table below.

Objectives	Results
Achieve financial self-sufficiency	A 2.6% increase in traffic had a positive impact on revenues. A new tariff regulation was published, proposing a 3.95% increase effective January 1, 2003. Some users filed objections with the Canadian Transportation Agency, which recommended an increase of only 2.5 % resulting in a shortfall of $550,000 in revenues.
Maximize pilotage system efficiency	Pilots continued to receive in-service training; courses using the simulator were available.
Modernize the current system for issuing pilotage certificates	The first phase of a new training program was put in place and candidates started their training.
Follow up and implement Transport Canada recommendations	The various stakeholders conducted an assessment of pilotage requirements for Canadian vessels. An information supplement will be produced in 2003 before the recommendations from the assessment are adopted.

Selected performance indicators are shown in the table below.

	2002 Forecast	2002 Actual	2001 Actual
Net Income ($ thousand)	89	412	(160)
Number of assignments	20,890	19,149	18,655
Number of incidents*		31	22
Incident-free assignments (%)		99	99.88

---

* Compilation of all maritime incident reports with or without damage.

MARINE ATLANTIC INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson and Acting Chief Executive Officer

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Auditor

Auditor General of Canada

Incorporation and Status

1979 by the *Canada Business Corporations Act*; status and ownership changed as of December 31, 1986, pursuant to the *Marine Atlantic Inc. Acquisition Authorization Act* (S.C. 1986, c. 36); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To provide a safe, environmentally sound and quality ferry service between Newfoundland and the mainland of Canada on behalf of the federal government.

Corporate Profile

Marine Atlantic Inc. has provided continuous ferry services between Newfoundland and Nova Scotia for over 100 years. In addition to the constitutionally guaranteed ferry link between North Sydney, Nova Scotia and Port aux Basques, Newfoundland, Marine Atlantic continues to operate a seasonal alternative service between Argentia, Newfoundland and North Sydney.

The federal government through operating contracts with Transport Canada financially supports the Corporation's operations.

Marine Atlantic Inc. continues to have a strong economic presence in the region; it plays an important role in Newfoundland's commerce and tourism industry.

Performance Information

In its 2002 to 2006 Corporate Plan Summary, Marine Atlantic Inc. stated the following objectives for the Corporation:

- promote, foster and maintain the safety of its operations;
- promote, foster and maintain environmental stewardship;
- provide high quality and reliable service in a courteous manner;

- operate an efficient and cost-effective ferry service; and
- recruit, select, retain and develop a motivated and qualified workforce.

Marine Atlantic Inc.'s 2002 Annual Report documented the following:

- The results of the annual independent customer service survey indicated that 97 percent of customers were satisfied with the overall service.
- The Corporation introduced electronic boarding passes, thus providing increased security and decreased waiting times for customers.
- A new computerized bar system was installed onboard all passenger vessels. The new system standardizes beverage quantities as well as calculates a customer's total cost.
- As part of a collective bargaining process, the Corporation participated in a Canada Industrial Relations Board hearing to determine whether the gulf ferry service was essential "to the safety or health of the public". The Corporation argued that an uninterrupted service, in accordance with the constitutional Terms of Union between mainland Canada and Newfoundland was required. A Canada Industrial Relations Board ruling is expected in 2003.
- In 2002, 847 employees participated in training to enhance the Corporation's positive safety culture, together with environmental responsibility and quality of service.

Selected performance indicators are shown in the table below.

Gulf Service Traffic	**2002 Forecast**	**2002 Actual**	**2001 Actual**
Revenue ($ thousand)	59,624	64,843	60,783
Operating expenses ($ thousand)	90,631	106,040	95,873
Government funding for operations ($ thousand)	31,007	36,660	32,403
Passengers	470,242	528,975	481,560
Passenger vehicles	149,110	172,728	153,880
Commercial vehicles and 40-foot-equivalent containers	80,660	79,092	78,963

OLD PORT OF MONTREAL CORPORATION INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Bernard Lamarre

President and Chief Executive Officer

Claude Benoit

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Auditor

Auditor General of Canada

Incorporation and Status

1981 under the *Canada Business Corporations Act*; a wholly owned subsidiary of the Canada Lands Company Limited; directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation; an agent of Her Majesty.

Mandate

To develop and promote the Old Port of Montreal site; and to manage and maintain the Crown property in that location intended for recreational, tourist and cultural activities for the general public.

Corporate Profile

The Old Port of Montreal Corporation Inc. manages and develops a riverside urban park for recreation, tourism and cultural activities. The 54-hectare Old Port site has seen significant developments, mainly over the past ten years, and it can now accommodate over seven million visitors a year.

Besides the spaces for recreation and games, the Corporation provides parking services, a port of call for pleasure boats, and a heritage interpretation trail promoting various products. Also, each year it presents a program of over 300 events.

Since May 2000 the Corporation has been managing the Montreal Science Centre, with three interactive exhibition halls, the IMAX® theatre and the IMMERSION movie game, along with cultural and educational action programs.

Performance Information

Since the Old Port of Montreal Corporation Limited's 2002–03 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's activities and performance results for 2002–03 have not been reflected in this report.

PACIFIC PILOTAGE AUTHORITY

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Maurice Fellis

Chief Executive Officer

Dennis B. McLennan

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Auditor

Auditor General of Canada

Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To establish, operate, maintain and administer a safe, reliable and efficient pilotage service in the coastal waters of British Columbia including the Fraser River.

Corporate Profile

The Pacific Pilotage Authority provides pilotage services within a commercially oriented framework directed towards maintaining financial self-sufficiency through tariffs. Coastal pilotage services are provided by the British Columbia Coast Pilots Ltd., under an agreement for services. Pilotage services on the Fraser River are provided by employee pilots.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Performance Information

The Authority's corporate objectives, as stated in its Summary of the Corporate Plan for 2002 to 2006, were as follows:

- to provide safe, reliable and efficient marine pilotage and related services in the coastal waters of British Columbia including the Fraser River;
- to provide the services within a commercially oriented framework directed toward maintaining financial self-sufficiency through tariffs which are fair and reasonable;

- to promote the effective utilization of the Authority's facilities, equipment and expertise through the productive application of these resources in the interest of safe navigation; and
- to be responsive to the government's environmental, social and economic policies.

In its 2002 Annual Report, the Authority noted the following:

- The Authority's management team continued the agency visitation program during 2002, meeting with ten agencies. These bi-annual visits are intended to further enhance ongoing communication with Industry.
- The seasonal boarding station at Pine Island was continued for the sixth season with 286 (240 during 2001) vessels serviced at this station during the year.
- Senior pilot training continued at Port Revel with eighteen pilots receiving manned model instruction. In addition, twenty seven pilots received simulator training at Star Centre. The intent of this program is to ensure all pilots received either manned model or simulator training at least once, every five years.
- All Coastal and River pilots along with the Authority's launchmasters completed a two day GMDSS (radio) course.
- The first Pilotage Risk Management Methodology (PRMM) was successfully completed during 2002. The PRMM examined the eight hour, 105-mile regulation.

Selected performance indicators are shown in the table below.

	2002 Forecast	2002 Actual	2001 Actual
Net income ($ thousand)	100	622	(561)
Number of coastal assignments	12,100	11,194	12,037
Number of Fraser River assignments	1,120	1,461	1,398

PARC DOWNSVIEW PARK INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

David V. J. Bell

Acting President and Chief Executive Officer

Tony Genco

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Auditor

Auditor General of Canada

Incorporation and Status

July 17, 1998, pursuant to the *Canada Business Corporations Act* as a wholly-owned subsidiary of Canada Lands Company Limited and directed to report as if it were a parent Crown corporation (P.C. 2003-1304); an agent crown corporation.

Mandate

To develop and manage Downsview Park on most of the former Canadian Forces Base Toronto lands as a unique urban recreational green space, to be held in perpetuity and in trust for the enjoyment of future generations.

Corporate Profile

Parc Downsview Park was incorporated (as CLC Downsview Inc) on July 17, 1998, under the *Canada Business Corporations Act* as a wholly-owned subsidiary of Canada Lands Company Limited. Amendments filed January 12, 1999 and February 2, 1999; March 23, 2000, changed the registered name of the Corporation from CLC Downsview Inc. to Parc Downsview Park Inc. Although established as a wholly owned subsidiary, PDP has been deemed to be a parent Crown corporation for the purposes of Part X of the *Financial Administration Act* (FAA) and therefore has its own board of directors and is required to report separately to Parliament through its own corporate plan summary and annual report.

Since April 1999, PDP, Inc. has been formally managing some of the land and buildings of the Downsview lands on behalf of the Department of National Defence. The Corporation is to be entirely self-financing manner, with its principal source of revenues from the sale or lease of land and facilities, as well as accepting donations through a Downsview Park Foundation.

Performance Information

Parc Downsview Park Inc. did not table a separate Corporate Plan Summary and Annual Report this year as it was deemed to report as a parent Crown corporation on September, 3, 2003.

QUEENS QUAY WEST LAND CORPORATION

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

(Vacant Position)

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Auditor

Auditor General of Canada

Incorporation and Status

1936 as Terminal Warehouses Ltd. under the *Ontario Companies Act*; July 14, 1978 as Harbourfront Corporation under the *Business Corporations Act of Ontario*; continued under the *Canada Business Corporations Act*, December 21, 1984; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To provide solutions to all outstanding business issues, which would allow QQWLC to dispose of its real estate assets and to be dissolved.

Corporate Profile

Queens Quay West Land Corporation manages the remaining federal properties at the Harbourfront site in Toronto under an agreement with the federal government. Most of the original 100-acre site has been conveyed to the City of Toronto.

In August 1996, the management of the Corporation was transferred from the Canada Development Investment Corporation to Canada Lands Company CLC Limited, which provides staff, facilities and corporate administration. In addition, as the need arises, it continues to retain consultants and advisors to assist with the implementation of its mandate.

Performance Information

Since a Corporate Plan Summary for the Queens Quay West Land Corporation covering the period from 2002–03 to 2006–07 was not tabled in Parliament as of the closing date for inclusion of the information in the President of the Treasury Board's annual report, the information noted below only reflects that included in the Corporation's 2002–03 Annual Report.

- The Corporation continued to provide operating subsidies to the Harbourfront Centre, the Harbourfront cultural entity, as directed and funded by the federal government.
- Discussions are underway between various government departments with the goal of finding an alternate funding vehicle for Harbourfront Centre.
- The net loss for the year ended March 31, 2003 was $1.0 million as compared to a net income of $15.9 million for the year ended March 31, 2002. Included in the net income for 2001–02 is the $16.7 million net income from the sale of the YQ4 vacant land adjacent to the parking garage.
- Overall, QQWLC's cash position has decreased by approximately $1.2 million. This was due mainly to the net loss of $1.0 million for the year and the decrease in accounts payable of $0.2 million.

RIDLEY TERMINALS INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson and Chief Executive Officer

Michael Tarr

President and Chief Operating Officer

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Auditor

Auditor General of Canada

Incorporation and Status

1981 under the *Canada Business Corporations Act*; became a wholly owned subsidiary of the Canada Ports Corporation in 1991; on November 1, 2000 pursuant to section 177 of the *Canada Marine Act* (R.S.C. 1998, c.10), Ridley Terminals Inc. became a parent Crown corporation; Schedule III, Part I, *Financial Administration Act*; not an agent of Her Majesty.

Mandate

As a marine terminal, to provide continuous, high quality and high performance rail car unloading, product storage and loading services.

Corporate Profile

Ridley Terminals Inc. (RTI) owns and operates a marine terminal on Ridley Island in Prince Rupert, B.C. Its train unloading and ship loading infrastructure and equipment are located on land leased from the Prince Rupert Port Authority. RTI plays an important role in supporting Canada's export coal business and is pursuing diversification into sulphur and other commodities.

During 2003 the government will consider available options for the future of Ridley Terminals Inc. and access the level of commercial interest in the terminal.

The company's focus is to increase the value of Canada's investment in the terminal, to support the local community of Prince Rupert, and to help Canadian shippers compete more effectively in the international market by minimizing transportation costs.

Performance Information

In its 2002 to 2006 Corporate Plan Summary, RTI noted that over the planning period, it will continue to focus on improving the value of the Crown's investment in the Company. The Corporation will pursue opportunities for increased and diversified revenue, manage expenses and foster good employee relations. RTI also noted that the extent to which the Corporation can be successful in these strategies will be an important factor in government's consideration of the options available for RTI, and in the decisions of investors to support the development of new coal mines in NE BC.

The Corporation noted in its 2002 Annual Report that:

- Coal receipts from the Bullmoose mine met expectations, but shipments were below budget. This resulted in a significant increase in the amount of coal stored at the terminal. The Company received additional revenue for storing this coal.
- In late 2001 and early 2002 RTI received the first test shipments from the Pine Valley coal mine in Northeast BC. This coal is a mid-grade coal known as "PCI", because the coal is often used by steel-making blast furnaces in a process known as Pulverized Coal Injection.
- Both Globaltex Industries Inc. (Globaltex) - operator of the Pine Valley mine - and Western Canadian Coal Corp. (WCC) made progress towards completing their feasibility studies on the mines. Globaltex announced the completion of a positive feasibility study in late September, and WCC announced the completion of the first of their studies in October.
- RTI continued discussions with other companies that are either currently producing coal or are considering new coal production.
- Sulphur Corporation of Canada Ltd. (SCC), who was building a $20 million liquid sulphur terminal at the Company's site, is now insolvent. Construction work did not resume as expected, and with the cancellation of the agreements with SCC the assets now belong to RTI.
- The Company is looking for a supply of sulphur or another commodity for this facility. Further construction is on hold as the terminal seeks to obtain contracts to handle sulphur.
- RTI also held discussions with potential shippers of other products, including crude oil and aggregate.
- Total operating costs in 2002 were lower than budget, but slightly higher than the prior year. The total increase of 1.4% over the prior year is less than inflation for the year of 3.9%.
- Total personnel costs were higher in 2002 compared with 2001, primarily as a result of inflation. A number of budgeted maintenance projects were postponed as the Company did not yet have assurance of new coal volumes.

ROYAL CANADIAN MINT

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Emmanuel Triassi

President/CEO and Master of the Mint

The Honourable David Dingwall, P.C.

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Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Royal Canadian Mint Act* (R.S.C. 1985, c. R-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To mint coins in anticipation of profit and to carry out other related activities.

Corporate Profile

The Royal Canadian Mint (the Mint) is responsible for minting the nation's circulation coins. Founded in 1908 as a branch of the Mint of the United Kingdom, its operations were devolved to the Crown in right of Canada in 1931. Initially a departmental agency of the government, the Mint was incorporated by legislation in 1969. In 1987, a share-capital structure was created for the Mint, and shares were issued to Canada. In 1999, the legislation was further amended to give the Mint the rights, powers and privileges and the capacity of a natural person.

As a fully commercial Crown corporation, the Mint generates commercial revenue by offering a wide range of specialized coin products and related services, both nationally and internationally.

The Mint owns two facilities – one in Ottawa and the other in Winnipeg. The Ottawa facility houses the corporate head office, the gold refinery, and the production facilities for numismatic and bullion coins, medals and medallions. The Winnipeg Plant, which includes a plating facility, produces all of Canada's circulation coins as well as circulation coins for foreign countries.

Performance Information

The Mint's Corporate Plan Summary for 2002 to 2006 identified the following objectives which were identified in previous Corporate Plan Summaries: ensure that Canadian circulation coins are cost effective and available to meet public needs; create an environment where all employees demonstrate trust, respect, ingenuity and participation and work towards achieving the vision of the Corporation as the global leader in minting; and generate a profit and maintain the long-term viability of the Corporation.

In its 2002 Annual Report, the Mint reported the following:

- Revenues from bullion sales increased by $105.4 million. Despite a 43% increase in revenue from $246.0 million to $351.4 million, earnings declined by $3.6 million to a net loss of $5.4 million.
- Canadian numismatic revenues rose 11% to $58.2 million from $52.6 million in 2001. New coins introduced by the Mint during the year were particularly successful, including those celebrating the Golden Jubilee of Queen Elizabeth II and the 'black gold' 14-karat Alberta Strikes Oil coin.
- Foreign circulation coinage revenue declined 80% to $6.5 million from $31.9 million in 2001. The contraction in the global economy has reduced the demand for coins by foreign governments. Excess global minting capacity created intense competition for the tenders that were issued.
- Losses were incurred in the 2002 foreign numismatic programs. The loss of $2.6 million related mostly to promotional expenses and a write off of excess inventory at the end of the programs. Although the programs generated $13.8 million of revenue, these sales did not meet expectations.
- Sales of bullion products increased by 126% to $210.8 million from $93.3 million in 2001. The strong demand for bullion has a significant impact on the Mint's consolidated revenues, but less impact on earnings due to the small margin earned per ounce sold.
- Revenue from the production of Canadian circulation coins was $54.5 million compared to $60.6 million in 2001, a decrease of 10%. The total number of pieces produced increased slightly (1,446.7 million pieces – 2002; 1,444.4 million pieces – 2001). Revenue in 2002 declined, owing to a shift in the mix of denominations produced.

VIA RAIL CANADA INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Jean Pelletier

President and Chief Executive Officer

Marc LeFrançois

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Web site: www.viarail.ca

Auditor

Auditor General of Canada
Ernst & Young LLP

Incorporation and Status

1977 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage and provide a safe and efficient passenger rail service.

Corporate Profile

VIA Rail Canada Inc. (VIA Rail) is Canada's national passenger rail company. Since its creation in 1977, the Corporation has operated passenger trains on a cross-Canada network stretching from the Atlantic Ocean to the Pacific Ocean and from the Great Lakes to Hudson Bay. VIA Rail operates more than 480 trains weekly on 14, 000 kilometres of track, connecting over 450 communities across the country.

VIA Rail's network is made up of four main products groups:

- In Western Canada, providing year round inter city passenger transportation services while also catering to domestic and foreign tourism markets;
- In the Quebec City-Windsor Corridor, providing intercity passenger service between central Canada's largest business centers;
- In Atlantic Canada, linking the region with central Canada via the Montreal and Halifax, and Montreal through the Gaspé Peninsula routes; and
- In rural and remote areas, where VIA operates services mandated by the government to meet regional transportation needs.

Performance Information

In its 2002 to 2006 Corporate Plan Summary, VIA Rail noted that since 1996 the Corporation has promoted the "Service for Success" strategic plan throughout the organization. The strategic plan incorporates six goals – each with specific strategies and performance targets: safety; customer service; market growth; intermodality (promoting improved service integration and operational partnerships with commuter rail operations); financial performance and people.

VIA Rail reported the following achievements in its 2002 Annual Report:

- VIA increased ridership, with the most significant gains in markets traditionally dominated by air and road travel. Overall, VIA carried almost 4 million passengers – 116,000 more than in 2001, and more almost 600,000 more than in 1992.
- Total revenues increased by $17 million to reach $270.8 million in 2002. This follows on significant and consistent revenue gains over the past decade.
- Although higher passenger-miles incur higher total operating costs, VIA's operating funding requirements dropped another $9.6 million in 2002. VIA's total operating funding requirement has now been reduced by 28% over the past five years, and is now 63% lower than in 1990.
- 37% of customers surveyed said that VIA's service exceeded their expectations, up from 2001. Less than 5% said they were unsatisfied with VIA's service, while more than 95% said that service met or exceeded their expectations.
- VIA's Board of Directors and management addressed the need to look beyond the immediate future, by enhancing the effectiveness of the Board in setting longer-term policy directions for passenger rail, and by ensuring that the appropriate accountability structures are in place to guide the continuing renaissance of passenger rail.

Selected performance indicators are shown in the table below.

Key Operating Statistics	2002 Actual	2001 Actual	2000 Actual
Total passengers carried (thousands)	3,981	3,865	3,795
Total passenger miles (millions)	948	921	904
Average passenger load factor (%)	57	57	56
On-time performance (%)	84	85	83
Government operating funding per passenger mile (cents)	15.8	17.2	18.2
Revenue/cash operating expenses ratio (%)	64.5	61.5	59.5

TREASURY BOARD

PUBLIC SECTOR PENSION INVESTMENT BOARD

Appropriate Minister

The Honourable Lucienne Robillard, P.C., M.P.
President of the Treasury Board

Chairperson

Paul Cantor

President and Chief Executive Officer

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Web site: www.investpsp.ca

Auditor

Deloitte & Touche LLP

Incorporation and Status

1999 pursuant to the *Public Sector Pension Investment Board Act* (S.C. 1999, c. 34); exempt from Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage the amounts that are transferred to the Investment Board pursuant to sections of the *Canadian Forces Superannuation Act*, the *Public Service Superannuation Act* and the *Royal Canadian Mounted Police Superannuation Act* in the best interests of the contributors and beneficiaries under those Acts and to maximize investment returns without undue risk of loss.

Corporate Profile

The Public Sector Pension Investment Board (the Investment Board) was established pursuant to the *Public Sector Pension Investment Board Act* to invest in financial markets the funds transferred to it, after April 1, 2000, by the Government of Canada for the Canadian Forces, federal Public Service and Royal Canadian Mounted Police pension plans.

The amounts are to be invested with a view to achieving a maximum rate of return, without undue risk of loss, having regard to the funding, policies and requirements of the pension plans established under the *Canadian Forces Superannuation Act*, the *Public Service Superannuation Act* and the *Royal Canadian Mounted Police Superannuation Act*, and the ability of those plans to meet their financial obligations.

Performance Information

The Investment Board is exempt from Part X of the *Financial Administration Act*, and, as a result, a Corporate Plan Summary is not tabled in Parliament. However, the Investment Board's governing legislation requires that an annual report be tabled in Parliament. The Investment Board is required to publish in the annual report its success in reaching the prior year's investment objectives and the objectives for the next year and the foreseeable future.

In its Annual Report, 2002–03, the Investment Board reported that fiscal year 2003 was a difficult period for Canadian pension funds, including the funds managed by the Investment Board. In addition:

- During the period, the Investment Board received $3.4 billion in net contributions from the Public Service, Canadian Forces and Royal Canadian Mounted Police pension funds.
- Consolidated net assets at the fiscal 2003 year-end were $8.1 billion at market value, compared with $5.6 billion as at March 31, 2002. On a consolidated basis, on March 31, 2003, 39% of assets were invested in Canadian Equities, 25.7% in Foreign Equities and 35.3% in Canadian Fixed Income securities.
- The expenses during the fiscal year were $13.0 million, compared to $7.3 million in fiscal year 2002.

Investment performance and benchmark returns for the consolidated pension accounts are as follows:

	Rates of Return on Consolidated Pension Accounts (For fiscal year 2003)		
	Portfolio Return (%)	**Benchmark Return (%)**	**Benchmark**
Canadian equities	(18.6)	(17.6)	S&P TSX
Foreign equities	(30.5)	(29.9)	S&P 500, MSCI, EAFE*
Fixed income	9.4	9.2	SC Bond Universe
Cash equivalents	3.2	2.7	SC 91-day T-Bill
Consolidated accounts	(13.5)	(12.9)	Policy Benchmark**

These are time-weighted rates of return, before fees and expenses, for the three consolidated pension accounts. They are calculated according with mandatory requirements set forth by AIMR*** and audited as such.

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* In Canadian dollars, Standard & Poor and Morgan Stanley Capital Inc. Europe, Australasia and Far East Index weighted by market capitalization.

** Based on weights in the investment policy.

*** Association for Investment Management and Research.